



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>

BOSTON
MEDICAL LIBRARY
8 THE FENWAY

HOSPITAL MANAGEMENT

Vol. V February, 1918 No. 1

In This Issue :

Administration of Military Hospital—Page 12

How Halifax Handled Emergency—Page 16

Hospital Service of Armour & Co.—Page 26

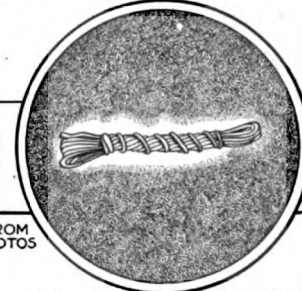
Published Monthly by
CRAIN PUBLISHING CO.
INCORPORATED
CHICAGO

Germicidal Efficiency of **KALMERID** Catgut as compared with Iodized Catgut

The lighter areas about the imbedded sutures represent zones of no bacterial growth, while the darker portions in the plates are masses of staphylococcus colonies.



Kalmerid catgut imbedded in agar infected with *Staphylococcus pyogenes aureus*.



Iodized catgut sutures imbedded in the same medium. Note the proximity of the staphylococcus colonies.

FROM
PHOTOS

The marked inhibitory power of Kalmerid catgut, as compared with iodized sutures, is strikingly shown in the above photographs. It is evident that Kalmerid sutures exert in the tissues a far greater antiseptic action than do the usual iodized sutures.

Reprints upon request; also, special literature in English, Spanish, French, German, or Italian

*San Francisco
Seattle
London*

DAVIS & GECK, Inc.
Surgical Ligatures and Sutures Exclusively
Laboratories: 217-221 Duffield Street, Brooklyn, N.Y.

*Agencies in
Principal
Cities*

COPYRIGHT, 1917, by DAVIS & GECK, INC.



No. 608 Reclining Rolling Chair

With rear swivel-wheel and a one-piece U frame under seat. Large Wheels. Has folding foot board, which enables occupant to enter or leave chair conveniently. A popular design.



**Only One of Our
Hundred Styles**

Gendron

WHEEL CHAIRS

The largest and most complete line of invalid chairs in the world. All styles — all sizes — all prices. Order GENDRON Chairs—they are built to supply every need.

Write for information.

**Send
for
Big
New
Catalog**

GENDRON WHEEL CO.
TOLEDO, OHIO

TRY THESE STERILIZER CONTROLS AT OUR RISK

ON MED.

JAN 14 1917

Always have a box of Sterilizer Controls on hand.
Never be without them. **LIBRARY**
Never use a dressing unless it has been checked by
a Sterilizer Control.

PREVENT INFECTION

Sterilizer Controls are positive protection against infection.

Only with Sterilizer Controls can you be sure.

Only with Sterilizer Controls can you know that there has been proper penetration of heat. That the dressing is **THOROUGHLY** sterilized.

Sterilizer Controls are the safe-guards of your sterilizer.

THOUSANDS USED DAILY

The best-known hospitals use Sterilizer Controls.

They never prepare a dressing without them.

You surely cannot afford to take chances.

You should begin using them at once.

AT OUR RISK

Send \$5.00 for a trial box of 100 Sterilizer Controls.

Only five cents apiece.

Use as many as you like and if the protection afforded the patient, the surgeon and your hospital isn't worth this small investment we'll return your \$5.00 immediately.

You are sole judge and jury.

This serious matter should not be delayed.

Here is a coupon. Send it today.

A. W. DIACK

51 W. LARNED STREET
DETROIT, - MICH.



Send the
Coupon for
This Trial Box

*How
It
Works*

A control is placed in the center of the largest or tightest bundle of dressings, and steam is turned on.

After thirty minutes the bundle is taken out, and if the fusible tablet in the glass tube is melted, the sterilization has been a complete one. If not melted, another control should be placed in the bundle and sterilization begun once more.

A. W. DIACK,

51 W. LARNED STREET
DETROIT, MICH.

We herewith enclose \$5.00 for which please send us a trial box of 100 Sterilizer Controls—Diack. It is expressly understood that we are to try these out thoroughly, and if not satisfactory we will return them, and you will send us our full purchase price of \$5.00.

Hospital

Address



HIGH FREQUENCY THERAPY



One Model of
Victor High
Frequency Coil

has numerous
indications in every
branch of medicine.

HERE IS A SYNOPSIS
OF SOME OF THE
CONSTITUTIONAL
EFFECTS:

1. *Increases general metabolism.*
2. *Increases glandular activity.*
3. *Increases bodily heat.*
4. *Increases secretions.*
5. *Increases elimination.*
6. *Lowers blood pressure where high pressure exists.*
7. *Soothing to the nervous system.*

VICTOR HIGH FREQUENCY APPARATUS
is manufactured in a variety of models—as regards capacity,
type and price.

The quality and durability is uniformly high in all instances.

Catalog literature and clinical data will be gladly sent on request—and without obligation.

VICTOR ELECTRIC CORPORATION

CHICAGO
236 S. Robey St.

CAMBRIDGE, MASS.
66 Broadway

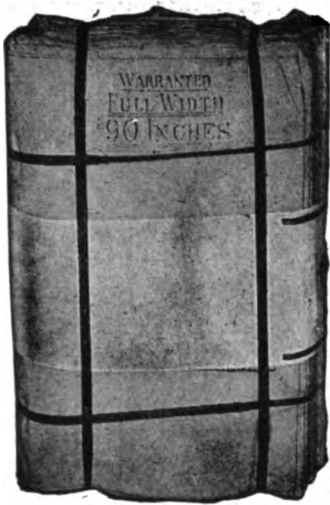
NEW YORK
131 E. 23rd St.

Territorial Sales Distributors:

PHILADELPHIA
M. H. Bresette Co.
25 S. 17th St.
PITTSBURGH
V. L. Stiner
620 Fulton Bldg.
MILWAUKEE
John McIntosh Co.
Merchants & Mfr's Bldg.
CHICAGO
Victor Electric Corporation
236 S. Robey St.
John McIntosh Co.
30 E. Randolph St.
OMAHA
Magnuson X-Ray Co.
Brandeis Theatre Bldg.
ST. LOUIS
John McIntosh Co.
4485 Olive St.
NEW ORLEANS
M. C. Olson
Maison Blanche Bldg.
DALLAS
M. C. Olson and
Frederick Johnson
411 Juanita Bldg.

SAN FRANCISCO
Bush Electric Corporation
334 Sutter St.
LOS ANGELES
Bush Electric Corporation
Baker-Detwiler Bldg.
CLEVELAND
Victor Electric Corporation
Frederick Bldg.
MINNEAPOLIS
F. L. Penhelly
2875 Irving Ave. South
DES MOINES
Lewis X-Ray Co.
Utica Bldg.
ATLANTA
J. G. Baldwin
Peters Bldg.
KY. and TENN.
W. D. Tatman
236 S. Robey St.
Chicago
DENVER
Magnuson X-Ray Co.
1415 Glenarm St.

WINNIPEG
Chandler & Fisher, Ltd.
Keewayden Bldg.
BUFFALO, N. Y.
Jeffrey-Fell Co.
318 Pearl St.
ROCHESTER, N. Y.
R. R. Taylor
840 Genesee St.
DETROIT
Dr. Joseph Foster
Hotel Tuller
KANSAS CITY
W. A. Rosenthal
414 E. 10th St.
FORT WAYNE
Victor Electric Corporation
1333 Calhoun St.
SEATTLE
G. W. Nelson & Co.
Cobb Bldg.
PORTLAND, ORE.
G. W. Nelson & Co.
Pittcock Bldg.
VANCOUVER
Chandler & Fisher, Ltd.
806 Richards St.



Ask Your Laundryman for His Opinion of these three Quality-Producing, Low-Cost Laundry Specialties

Hospitals usually buy Atlas Cloth in full bolts, as it has proven to be better and cheaper than duck for covering Flat Work Ironers, Body Ironers, Hand Ironing Tables, etc.

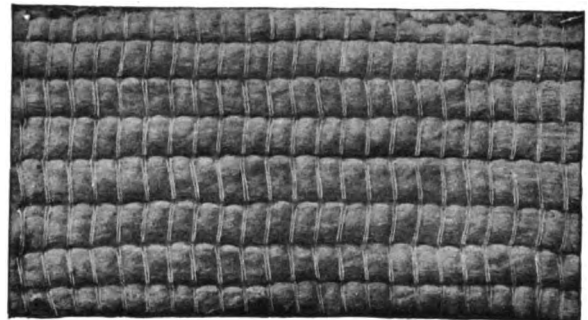
Any quantity sent on approval. Write for a sample and you will know why.



Order a pound of No. 716 Atlas Aniline Blue and secure that much desired Pearl White tint to your flat work.

If it does not please you in every respect, return the unused balance and full credit will be allowed.

Atlas Knitted Padding is the softest padding made—holds its elasticity longer and is the cheapest long-run padding known. Comes in four widths, 36", 51", 74" and 90", 50 yards to a roll, or cut as required.



$\frac{1}{2}$ Inch Thick

Write today for a copy of our Institutional Laundryman's Purchasing Guide

H. Kohnstamm & Co.

1851—Sixty-seventh Year—1918

New York,
83-91 Park Place



Chicago,
11-13 E. Illinois St.

For Prompt Service, Order From Nearest Warehouse

Baltimore
Buffalo
Cleveland
Pittsburgh

Birmingham
Cincinnati
Dallas
Denver

Detroit
Indianapolis
Kansas City
Minneapolis

New Orleans
Omaha
St. Louis

The Hospital in War Time And How to Raise Its Necessary Funds

Projects of vital importance to the successful prosecution of the War—Red Cross, Y. M. C. A. and Liberty Loans—will continue to make imperative demands upon the American public for funds and those demands must meet with favorable response.

The decision seems to be practically unanimous that churches and colleges, and indeed worthy philanthropies and charities generally, while the War continues, must be content with a limited support to cover current expenses. Endowment campaigns, at this time when our National needs should absorb every possible dollar, are NOT patriotic enterprises.

Our system of hospitals spreading all over the country, however, is going to become a part of the great WAR MACHINE which is fighting for Democracy and for Peace. Our Hospitals should be maintained at the highest level of efficiency and should be thoroughly equipped to meet the test which surely is to be placed upon them.

Even Hospitals should be slow to ask for ENDOWMENT FUNDS, but they MAY appeal with full assurance of generous response

for money with which to make necessary additions to their plants; to install new required equipment; to pay legitimate current expenses, and, in short, to make them ready to meet the demands of the future.

The world is suffering so much and is going to continue to suffer so much that it has a right to demand that all unnecessary suffering be done away with. Our returning soldiers will be cared for when necessary by the Government and in army hospitals, but a great amount of work, as a direct result of the war, will have to be undertaken in hospitals in cities all over the country. These hospitals must be raised to the highest possible efficiency.

In our civilian life, too, we must expect as much sickness—probably more—as in an average year of Peace. Hospitals owe the service of ordinary times to those of us who can not enter the trenches.

To many hospitals the question of legitimate financial support is a most difficult problem. When the needs are worthy we can assist with advice and with service founded upon experience.

THE REDDING IDEA applied to financial campaigns is a synonym of SUCCESS. If your Hospital needs assistance in raising funds for its War time service, we can help you.

Should you be interested, investigate us in the most thorough manner. Our references are those whom we have served.

Our service will be placed at your command—but only after we have convinced ourselves that you have a legitimate right to public support for which you ask.

Whether you need assistance now or foresee the time when you will need it you will be interested in our service and our methods. Write for information, our references and for our campaign booklet—The Redding Idea.

Leo L. Redding & Co.

440 Fourth Avenue

New York City



the House of a thousand Lines

Modern merchandising is the result of logical evolution.

From the small individual shops sprang the general store of small town tradition; from the general store, the modern department store, with its ability to supply every requirement, was a natural development.

The reason and the result of this development is Economy to the Ultimate Consumer. The costs of operation do not increase proportionately with the growth in the scope of a business, while increased Buying Power, with its natural saving, follows with the greater financial strength of the larger organization.

Add to this conservation a direct selling policy from Maker to User, without middleman, dealer or agent, and you have the Height of Economy in Merchandising.

The Frank S. Betz Company stands alone in its field in this respect.

Backed by a mammoth manufacturing organization, selling direct to the hospital and the doctor, it aims to supply their every professional requirement. It is virtually an organization of many separate businesses—pressure sterilizers, steel hospital furniture, instruments, supplies, electrical apparatus, invalid chairs, orthopedic apparatus, drugs, pharmaceuticals, etc. Each separate department is headed by a specialist, but all are co-ordinated in one central organization.

The economy of the plan is evident: the consumer reaps the benefit of the saving.

The convenience to the customer is likewise apparent: one order covers all requirements, one invoice, one shipment, one account, one remittance.

The Trend of the Times is Conservation—our catalogs show you the way.

*THE PRICES ARE ATTRACTIVELY LOW—
THE QUALITY IS UNIFORMLY HIGH*

Frank S. Betz Co., Hammond, Indiana
Chicago Sales Dept. 30 East Randolph Street

Alcohol
 Aluminum Ware
 Ambulances
 Anesthetizing Apparatus
 Bakery Equipment
 Baths
 Beds
 Bed Attachments
 Blankets
 Brushes
 Cabinets
 Casters
 Chairs
 Chart Holders
 Cleansing Agents
 Construction Materials
 Cooking Utensils
 Coolers
 Corsets
 Cotton
 Crutches
 Dishwashing Machines
 Drug Cabinets
 Electrical Appliances
 Elevators
 Enamel
 Fire Escape Devices
 Floor Dressings
 Floors
 Food Products
 Furniture
 Gauze
 Heating Devices
 Heating Systems
 Hospital Garments
 Hot Water Bottles
 Hydrotherapeutic Apparatus
 Ice Machines
 Instruments
 Kitchen Equipment
 Laboratory Equipment
 Laundry Equipment
 Laundry Supplies
 Lighting Fixtures
 Linens
 Linoleum
 Lockers
 Money-raising Systems
 Mattresses
 Nitrous Oxide Gas
 Nurses' Supplies
 Operating Tables
 Oxygen
 Paints and Varnishes
 Plumbing Fixtures
 Ranges
 Record Systems
 Refrigerators
 Registers
 Resuscitating Devices
 Rubber Goods
 Scales
 Sheets
 Signal and Call Systems
 Sterilizers
 Sterilizer Controls
 Stretchers
 Surgical Instruments
 Surgical Supplies
 Syringes
 Thermometers
 Uniforms
 Vacuum Bottles
 Vacuum Cleaners
 Waterproof Fabrics
 Water Temperature Control
 Window Shades
 X-Ray Apparatus

The Clearing House of Hospital Information

A Special Service for Readers of Hospital Management

The Clearing House is established as a department of Hospital Management for assisting superintendents in choosing the right kind of supplies and equipment—and to see that they secure the best service from manufacturers.

The Clearing House can secure for you without charge catalogs and literature describing any product that you may be interested in. It can tell you where to secure any kind of material—place before you full information about anything you intend to purchase now or later. It can help you to secure prompt deliveries and right prices.

To get this information quickly, look over the items listed opposite, fill in the coupon below, tear it out and mail it to the Clearing House and your inquiry will receive prompt attention. There is no charge for this service.

CLEARING HOUSE OF HOSPITAL INFORMATION

Hospital Management, 608 S. Dearborn St., Chicago.

We are interested in the following articles. Please put us in touch with manufacturers who you know are reliable and will furnish goods promptly and at the best prices.

Hospital Individual

City State

**A Non-Secret Council-Passed
Reliable and Efficient Wax
Dressing for Burns**

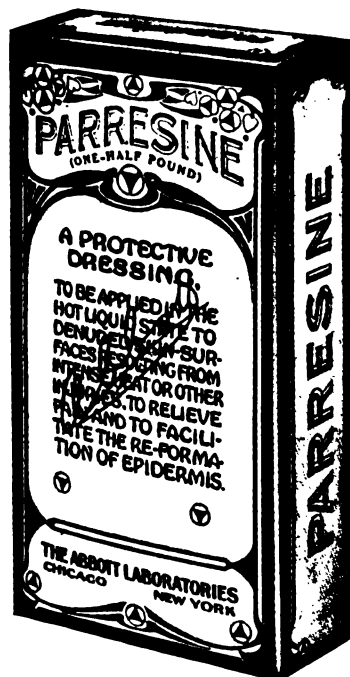
PARRESINE

(Abbott)

Scientifically balanced in exact proportions for instant use, and just right. Why take chances? Pin your faith to

PARRESINE

Endorsed by physicians, hospitals and industrial users.



If your druggist cannot supply you with Parresine, and other Abbott products, send your order direct to our home office or branches.

Ask also for literature on Chlorazene and Dichloramine-T, Dakin's Synthetic Antiseptics.

THE ABBOTT LABORATORIES

Main Office and Laboratories, CHICAGO, Dept. 24

New York Seattle San Francisco Los Angeles Toronto Bombay

CAUTION

Does your technic minimize the exposure of your Dressings and Towels after sterilization? If not, the K. S. Sterilizing Drums will solve the problem. They close dust-proof and are securely sealed by a special device. They are strongly constructed to withstand hard usage.

Send for Bulletin 168, Sterilizing Drums.



The Kny-Scheerer Corporation

The largest manufacturers of surgical requirements

404-410 West 27th Street

NEW YORK

We are the sole manufacturers of the Genuine Hawley Fracture Table and the Genuine Albee Operative Bone Sets. Send for new illustrated booklets.

WAPPLER

Vertical Fluoroscope

facilitates diagnosis by the Roentgen Ray. The screen can be manipulated in unison with the tube box, or can be separately suspended. The change from one method to the other can be made within ten seconds.

**Highest Protection from Rays
Highest Electrical Insulation
Highest Quality Throughout**

Write to Dept. H. M. for new catalog of Tables and Fluoroscopes, or ANY Electro-Medical apparatus.

ROENTGEN RAY, HIGH FREQUENCY, GALVANIC APPARATUS AND ACCESSORIES

CYSTOSCOPES AND OTHER ELECTRICALLY LIGHTED DIAGNOSTIC INSTRUMENTS

WAPPLER ELECTRIC COMPANY, Inc.

173-175 East 87th Street

NEW YORK, U. S. A.

Service Stations in the Following Cities:

Atlanta, Ga.
Baltimore, Md.
Charlotte, N. C.

Chicago, Ill.
Cleveland, O.
Detroit, Mich.

Fort Worth, Tex.
Los Angeles, Cal.
Newark, N. J.

New Haven, Conn.
New York, N. Y.
Philadelphia, Pa.

San Francisco, Cal.
Tacoma, Wash.
Tokio, Japan
Toronto, Canada

Buyers' Guide to Hospital Equipment and Supplies

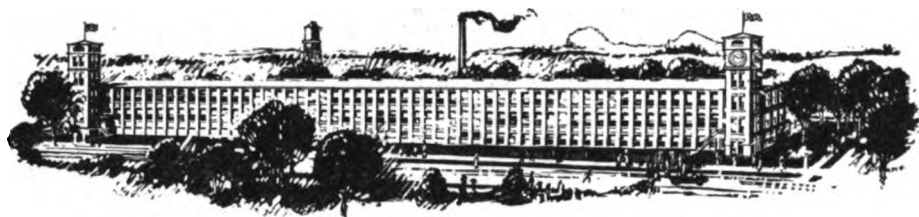
ALCOHOL Woods Hospital Supply Co.	HOSPITAL SUPPLIES Frank S. Betz Co. Feick Bros. Co. General Laboratories. Kny-Scheerer Corp. Thorner Bros. Woods Hospital Supply Co.	REGULATORS (Hot Water) Hoffman & Billings Mfg. Co.
ANESTHETIZING APPARATUS S. S. White Dental Mfg. Co.	HOT PACK MACHINES The Republic Mfg. Co.	SHEETS AND PILLOW CASES H. W. Baker Linen Co.
BABY INCUBATORS Chicago Surgical and Electrical Co.	ICE CREAM FREEZERS J. G. Cherry Mfg. Co. Albert Pick & Co. F. E. Whitney Co.	SILVER BURNISHING MACHINES American Laundry Machinery Co.
BASKETS Stanley Laundry Supply Co. H. Kohnstamm & Co.	INVALID CHAIRS Frank S. Betz Co. The Colson Co. Gendron Wheel Co. Kny-Scheerer Corp.	SLICING MACHINES American Slicing Machine Co.
BEDS Albert Pick & Co.	KITCHEN EQUIPMENT John E. Smith's Sons Co. Albert Pick & Co.	SOAPS H. Kohnstamm & Co. Stanley Laundry Supply Co. Albert Pick & Co.
BEDDING Grand Rapids Bedding Co. Albert Pick & Co.	LIGATURES Davis & Geck, Inc.	SPRINGS Grand Rapids Bedding Co. Albert Pick & Co.
BOOKS G. P. Putnam's Sons.	LAUNDRY MACHINERY American Laundry Machinery Co. Fry Bros. Co. Albert Pick & Co.	STERILIZER CONTROLS A. W. Diack.
BRUSHES H. Kohnstamm & Co.	LAUNDRY SUPPLIES Fry Bros. H. Kohnstamm & Co. Stanley Laundry Supply Co.	STERILIZERS American Laundry Machinery Co. Frank S. Betz Co. Wilmot Castle Co. Kny-Scheerer Corp. The Republic Mfg. Co.
CASE RECORD SYSTEMS Hospital Standard Publishing Co.	LINENS H. W. Baker Linen Co. Albert Pick & Co.	SURGICAL INSTRUMENTS Frank S. Betz Co. Chicago Surgical & Electrical Co. Feick Bros. Co. Kny-Scheerer Corp.
CATGUT Davis & Geck, Inc.	LINOLEUM Albert Pick & Co.	SUTURES Davis & Geck Inc.
CHARTS Denoyer-Geppert Co.	MONEY RAISING SYSTEMS Leo L. Redding & Co.	THERMOMETERS Becton, Dickinson Co.
CHART HOLDERS C. Spiro Mfg. Co.	NURSES' BOOKS G. P. Putnam's Sons.	VACCINES The Abbott Laboratories G. H. Sherman, M. D.
CHEMICALS The Abbott Laboratories. Feick Bros. Co.	NURSES' UNIFORMS Nurses' Outfitting Assn. Albert Pick & Co.	WALL PAINTS Albert Pick & Co.
CLEANING SUPPLIES Albert Pick & Co. The Samoline Corp.	PAIS Cordley & Hayes	WATER TEMPERATURE CONTROL Hoffman & Billings Mfg. Co.
COOLERS Cordley & Hayes	PHARMACEUTICALS The Abbott Laboratories. General Laboratories.	WINDOW SHADES (Adjustable) Luther O. Draper Shade Co. Albert Pick & Co.
DISINFECTING EQUIPMENT American Laundry Machinery Co.	REFRIGERATORS McCray Refrigerator Co.	WIRE GAUZE SPLINTS Wright Wire Co.
DISH WASHING MACHINES Bromley-Mercedes Company Albert Pick & Co.		X-RAY APPARATUS Frank S. Betz Company. Kny-Scheerer Corp. The Wm. Meyer Co. Victor Electric Co. Wappler Electric Co.
ELECTRO-THERAPEUTIC APPARATUS Frank S. Betz Co. Kny-Scheerer Corp.		
FOODS Koloc Mfg. Co. Quaker Oats Co.		
FUMIGANTS Woods Hospital Supply, Inc.		
GELATIN Genesee Pure Food Company		
HOSPITAL FURNITURE Frank S. Betz Co. Kny-Scheerer Corp.		

Alphabetical List of Advertisers

Abbott Laboratories.....	7	Kny-Scheerer Co.....	8
American Laundry Machinery Co.....	41	Kohnstamm, H., & Co.....	3
American Slicing Machine Co.....	37	Koloc Mfg. Co.....	36
Baker, H. W., Linen Co.....	45	McCray Refrigerator Co.....	43
Becton, Dickinson & Co.....	10	Mayer, Wm., Co.....	29
Betz, Frank S., Co.....	5	Muller & Co., Franklyn R.....	45
Bromley-Mercedes Mfg. Co.....	37	Nurses' Outfitting Assn.....	50
Castle, Wilmot Co.....	35	Pick, Albert & Co.....	33
Cherry, J. G. Co.....	41	Putnam, G. P., Sons.....	43
Chicago Surgical & Electrical Co.....	47	Quaker Oats Co.....	43-46
Colson Co., The.....	35	Redding & Co., Leo. L.....	4
Cordley & Hayes.....	40	Republic Mfg. Co.....	32
Davis & Geck.....	Inside Front Cover	Samoline Corp.....	38
Denoyer-Geppert Co.....	44	Smith's Sons, John E.....	41
Diack, A. W.....	1	Spiro, C., Mfg. Co.....	48
Draper, Luther O., Shade Co.....	36	Stanley Laundry Supply Co.....	39
Feick Bros. Co.....	32	Sherman, G. H., M. D.....	Inside Back Cover
Fry Bros. Co.....	42	Thorner Brothers.....	48
Gendron Wheel Co.....	Inside Front Cover	Victor Electric Corp.....	2
General Laboratories.....	Back Cover	Wappler Electric Co.....	8
Genesee Pure Food Co.....	31	White, S. S., Dental Mfg. Co.....	38
Glidden Mfg. Co.....	48	Whitney, F. E., Co.....	48
Grand Rapids Bedding Co.....	47	Woods Hospital Supply Co.....	33
Hoffman & Billings Mfg. Co.....	34	Wright Wire Co.....	34
Hospital Standard Publishing Co.....	47		

B-D

Trade Mark

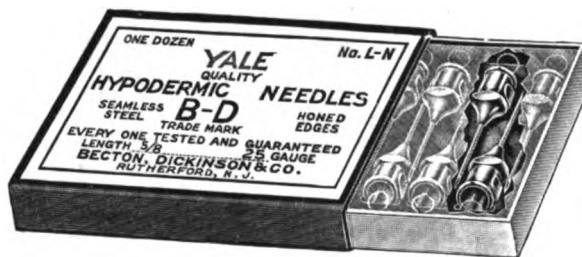


FACTORY AND GENERAL OFFICE

Our Method of Packing

Yale Quality Needles

clearly indicates the care
with which the Needles are made



Becton, Dickinson & Company
Rutherford, New Jersey

As manufacturers, it is our policy to sell only to dealers, through whom you may obtain Yale Quality Needles at reasonable prices. We will gladly furnish information relative to any of our specialties on request. : : :

B-D

Trade Mark

February, 1918

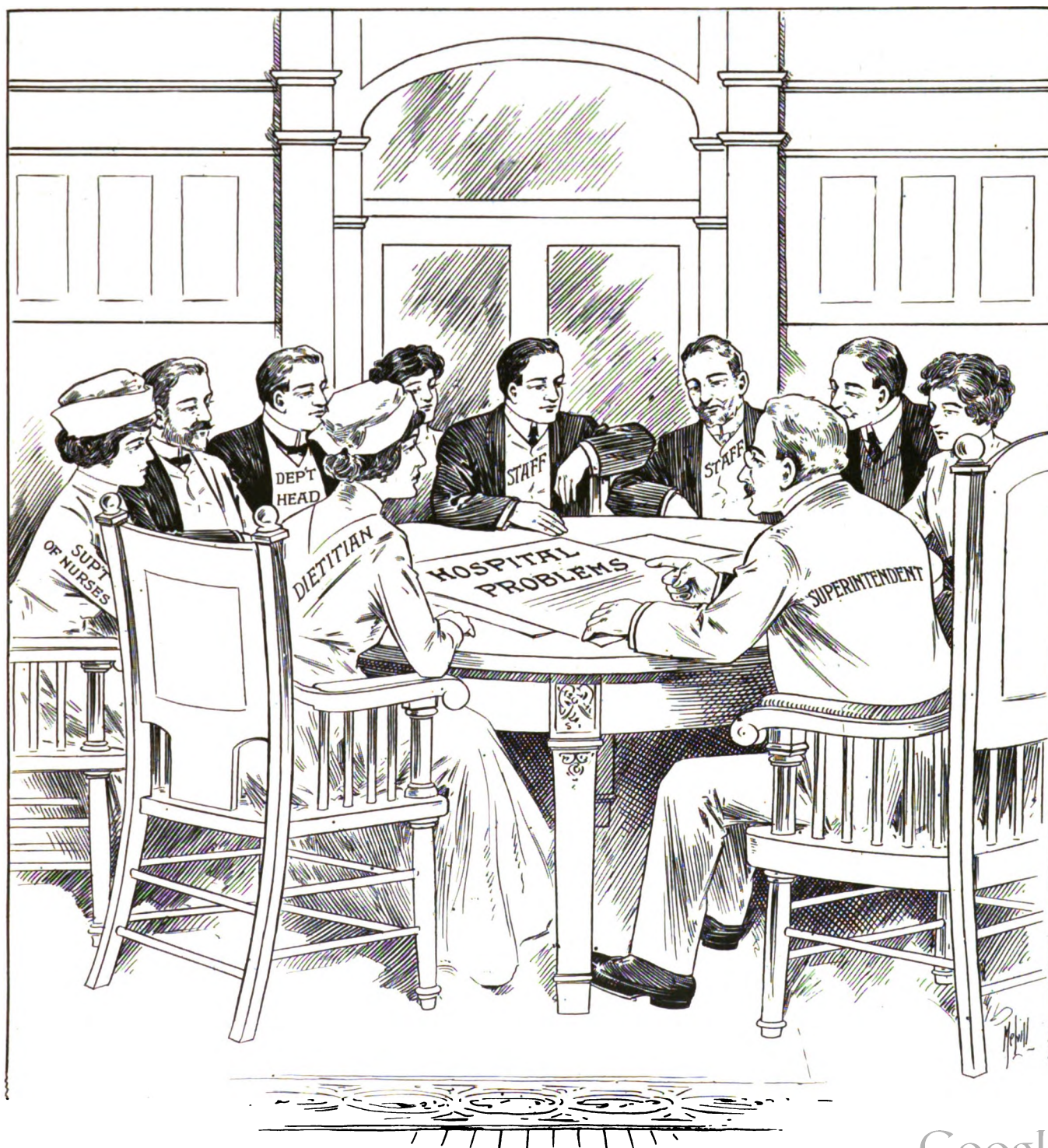
Vol. V, No. 1

HOSPITAL MANAGEMENT

608 S. Dearborn
Street,
Chicago

Published in the Interest of Executives in Every Department of Hospital Work
Entered as second class matter May 14, 1917, at the post office at Chicago, Ill., under the act of March 3, 1879.

Get Together and Your Problems Will Disappear



Administrative Methods of a Military Hospital

STON MEDIC. LOGU
JAN 15 1919
JAN 15 1919
Study of System of Organization and Management at Camp Grant
LIBRARY Base Hospital Indicates Sound Basis for Good War Work

By G. D. Crain, Jr.

The entrance of the United States into war with Germany resulted in a sudden and remarkable expansion of military hospital facilities in this country. Prior to that time the army had sixteen general hospitals, together with nine base hospitals. At present there are thirty-one additional hospitals being operated at the national army cantonments, scattered all over the country, from Waco, Tex., to Yaphank, L. I., and from Camp Lewis in Washington State to Camp Meade in Maryland.

Because the military establishment has been increased to an unprecedented extent, the size of the base hospitals at cantonments, as far as bed capacity is concerned, is much greater than there had been any necessity for providing theretofore. The fact that efficient management has been established, proper methods maintained and complete equipment with adequate personnel provided, speaks well for the Surgeon General's office and those in charge of the organization of the base hospitals.

One of the most efficient military hospitals in the country, judged by the record of results which it has been able to obtain, is that at Camp Grant, Rockford, Ill. In view of the present interest in the operation of these institutions, as well as the natural desire of hospital administrators to compare military with civilian methods, HOSPITAL MANAGEMENT considers itself fortunate in being able to present in some detail the story of the plan of organization and system of administration of this hospital, of which Maj. H. C. Michie is commanding officer.

As the organization of all of the base hospitals is alike, following the Medical Regulations in all details, this description may be taken as applying to the hospitals at other cantonments.

ORGANIZE MEDICAL SERVICE

The chief of the hospital usually has the rank of major or lieutenant-colonel. He organizes the medical and surgical service by the appointment of chiefs of the various sections, such as internal medicine, general surgery, laboratories, etc. The medical officers are members of the Medical Corps or Medical Reserve Corps, and are assigned to the hospital by the Surgeon General's office at the request of the commanding officer of the base hospital. The latter assigns the men to the services for which they are needed. There are seventy-six medical officers on duty at Camp Grant base hospital.

The nursing service is supplied from members of the Army Reserve, which is also under the direction of the Surgeon General's office. This arm of the service has been greatly expanded since the war, as

prior to its commencement there were but 150 nurses in service. All of the members of the Army Reserve are graduate nurses of high grade. There is still a shortage in this branch, but it is rapidly being filled as a result of the appeals which have been sent out. Some of the regulations have been waived as a means of increasing the number of applications. The efficiency of the nurses on duty at Camp Grant has been frequently commented on by the medical officers there.

The position which corresponds to that of superintendent of nurses in a civilian hospital is the post of chief nurse, while the assistant chief nurse has the duties of the assistant superintendent of nurses in a civilian institution. They assign the nurses and look after this branch of the service. At present there are sixty-eight nurses on duty at Camp Grant base hospital, with more to come.

THE NURSING PERSONNEL

A large part of the nursing personnel is made up of enlisted or drafted men. In many cases these are men with special qualifications for nursing work, such as medical students, medical graduates, etc. In the regular army, enlistments in the Medical Department bring men into this work, while in the national army drafted men who appeared to be good material for hospital work were arbitrarily assigned to it. The men are trained, just as student nurses in a hospital training school are, having regular class-work in addition to bed-side instruction, and at the end of three years are proficient and capable of holding certificates as registered nurses.

The typical ward in a base hospital consists of 36 beds. Two nurses are regularly on duty in the day-time and one at night, with three or four enlisted men to a ward for orderly work, etc. The nursing personnel is expanded, of course, as the needs of the situation require. As many contagious disease wards have been operated at all of the base hospitals, it has frequently been necessary to provide more nurses. The number of drafted and enlisted men on duty in nursing service at the base hospital is 277, making a total of 345, including members of the Army Reserve.

The adjutant at Camp Grant, who is next in command to Major Michie, is Lieut. C. S. Elliott, who has been in the army for twenty years, and is one of the most efficient and experienced of the military hospital men. As adjutant, he is the hospital administrator, his duties corresponding closely to those of the general hospital superintendent. He is responsible for assignments and the issuance of

orders. The discipline of the personnel, including medical officers and nurses, is in his charge, while it is also his duty to see that the wards are in proper condition and that the service is being maintained.

The office of the adjutant is operated with five enlisted men, including a sergeant who is chief clerk, a sergeant and two corporals who are stenographers and two corporals who are filing clerks. The office uses modern filing systems for caring for the correspondence, the numeral system of filing being used.

REGISTRAR ADMITTING OFFICER

The registrar is the hospital's admitting officer, and through his office patients are discharged. Capt. E. J. Lambert is in charge of this office. He receives all cases, admits them into the hospital and takes charge of the records. No one can be admitted without going through the registrar's office, and briefs of the diagnoses, which are evidence of admittance, are carried nowhere except in his office.

Each regiment has its own 24-bed hospital, in charge of a surgeon with a personnel of nurses, pharmacists, enlisted men, etc. The hospital is equipped for handling minor operations, and even major ones in case of emergency. As a matter of practice, all serious cases are sent by the regimental surgeon to the base hospital, with a card carrying his tentative diagnosis. The registrar examines the case, decides what ward the patient should be assigned to, and makes out a clinical history brief, which accompanies the patient to the ward.

Copies of the brief are sent to the adjutant's office for review and correction, and to the Surgeon General's office in Washington. The case histories are maintained in the wards until the patient is discharged, when the complete history is filed with the registrar. In addition to the brief, forms for clinical records include the following: family and personal history, history of present disease, objective symptoms, subjective symptoms, bedside notes, temperature, etc., graphic temperature record, treatment, operation report, radiographic report, report on urine, report on feces, report on sputum, report on blood, Wassermann test, gonococcus fixation test, typhoid report, report on stomach contents, laboratory report, miscellaneous.

Other medical records maintained by the registrar

include those covering vaccination register, venereal prophylaxis and syphilitic register.

SIZE OF RECORD FORMS

The forms on which the reports are made are uniform in size, 3½ inches wide by 8 inches deep. As indicated, the complete records in each case are filed with the registrar, the only records of this general character kept by the adjutant being those of disability, copies of which are also sent to Washington. The registrar handles the examinations of men who are discharged for physical disability.

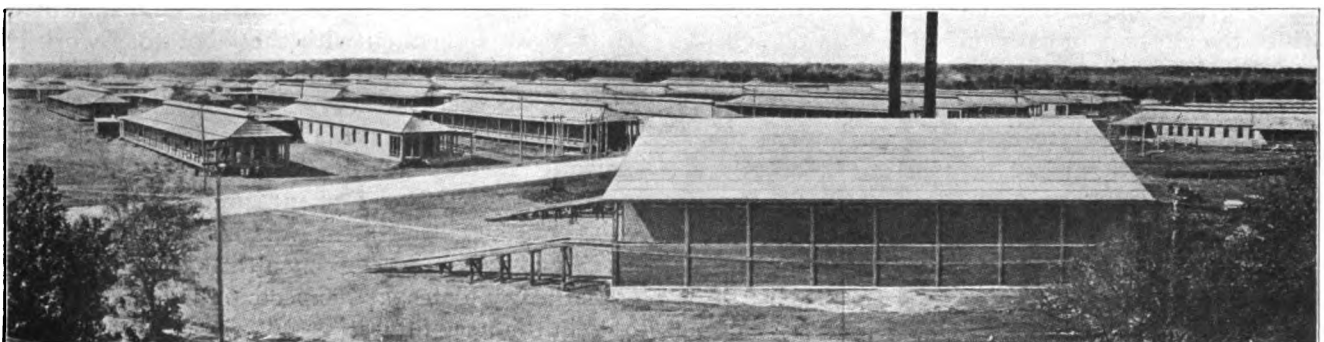
Patients in the hospital are kept track of by a visible rack system devised by Capt. Lambert. The rack is numbered as to ward and bed, and contains spaces for cards carrying the names of the patients, which are also kept in a card index. Thus it is possible to see at a glance which wards are filled and which are not, and also to locate any individual soldier who is under treatment in the hospital by reference to the card index.

The ward surgeon makes a daily report to the adjutant, showing the number of patients in his charge. These reports are tabulated, so that in addition to having a complete census of the hospital each day, there is likewise information on which to base rearrangement of the available hospital facilities in case of emergency, such as the development of epidemics of contagious diseases, which have frequently had to be taken care of.

To give an idea of the problems which have been confronted in this connection, there are thirty-three wards, and on February 5 twenty-two of them were given over to contagious cases. Four were used as general medical wards, two for venereal diseases, two for surgical, and one each for eye, ear, nose and throat, orthopedic and psychopathic. It has been found advisable, for purposes of observation and intensive treatment, to have venereal disease cases kept in the wards.

HANDLING CONTAGIOUS DISEASES

In caring for contagious diseases, the hospital has adopted the cubicle system, separation of beds being arranged by suspending sheets from wires running at right angles to each other. The sheets are suspended so as to fall just below the beds, and the plan, while apparently crude, has been effective, as



GENERAL VIEW OF BASE HOSPITAL AT CAMP GRANT, ROCKFORD, ILL.

outfits, which takes care of the requirements of the camp. Radiographs for the dental department are made at the main X-ray room.

The base hospital has what is known as a sick call-room, which corresponds to the general hospital dispensary, except that it is used for the service of members of the hospital organization, rather than the camp as a whole. Work of this sort in the several regiments is taken care of by the regimental hospitals.

A well-equipped pharmacy is operated in the administration building. The men in charge of this work were taken from the drafted contingent, as a number of expert registered pharmacists were found among them.

Supplies for the base hospital are furnished by a specially detailed supply officer. The adjutant makes up a "want list," based on the requirements of the medical officers, nurses and others, and the supply officer obtains these articles by requisitioning the Surgeon General's office.

Goods delivered to the hospital are put into stores, and are issued only on requisition signed by the

adjutant. The property officer, in charge of the storeroom, signs the order also, while the ward-master receipts it. A separate sheet is kept for every item, and debit and credit accounts are kept, showing the balance on hand at all times. This is checked by regular inventory.

EQUIPMENT IS STANDARDIZED

One of the ways in which the work of equipping and maintaining the hospital is simplified is through the absolute standardization of ward and other equipment. In this way it is impossible to accumulate a lot of useless items, ordered without full knowledge of permanent requirements. If, however, anything other than standard equipment is desired, this is furnished, but must be returned to the storeroom after use. In this way a small quantity of extra equipment suffices for the needs of the entire hospital.

Standard equipment for a 36-bed ward consists of 36 beds, an equal number of mattresses, two blankets to each bed, the equivalent of three sheets for each bed, 80 hand towels, 50 suits of pajamas, 50 bath-robos, 40 pairs of slippers, 4 bedpans, etc. In the surgical wards the supply of sheets, etc., is a little larger. Surgical dressing tables are standardized. In the infectious wards a table and a chair are provided for each patient, instead of a smaller average allotment for the entire ward. In the non-contagious wards, for example, there are eighteen tables.

In order to get efficiency in the management of the hospital, there is a daily conference of the commanding officer, the adjutant and the supply officer. Once a week a general conference, attended by these officers, and also the chiefs of all the medical sections, is held. It is devoted to the discussion of purely administrative questions. There is in addition a daily conference, attended by all of the medical officers. This is a large meeting, given over to the discussion of medical problems that have arisen, and that need to be threshed out. In short, there is conference and co-operation at every point in order to get the best possible results.

A reading-room and library is provided for medical officers, where are to be found current issues of leading medical journals, as well as a fairly large selection of medical books. In this way facilities for study along professional lines are maintained effectively.

MESS OFFICER IN CHARGE

In the base hospital, as in civilian institutions, food, or to use the army term, mess, is a big problem. There is a mess officer, whose duties are to provide for the needs of the hospital in this direction. Lieut. Willis S. Gaines, formerly manager of the Onandaga Hotel, Syracuse, N. Y., was chosen for this post at Camp Grant, and other men with practical experience in the hotel business are serving base hospitals elsewhere.

(Continued on Page 42.)

FORM 73
MEDICAL DEPARTMENT, U. S. ARMY.
(Authorized May 24, 1910)

DIET CARD

Hospital

Date

Mess

PATIENTS, WARD

KIND OF DIET	DINNER		SUPPER		BREAKFAST	
	Mess Room	Ward	Mess Room	Ward	Mess Room	Ward
Regular						
Light						
Liquid						

ADDITIONAL ARTICLES FOR SPECIAL DIET

ARTICLES	DINNER	SUPPER	BREAKFAST
Eggs, boiled, number			
Beef tea, cups			
Milk, pints			
Crackers, number			
Baked potatoes, number			
Chicken broth, bowls			
Dry toast, slices			

3-2805
Aug. 25-17-2,000,000. (OVMM). Ward Surgeon.

FORM USED IN MAKING UP DIETS AT BASE HOSPITAL.

How Halifax Hospitals Handled Emergency

Civilian and Military Institutions Expanded Facilities, Schools and Colleges Were Equipped, and 35,000 Injured People Were Promptly Cared For

By Grace C. Cameron.

[Editor's Note: Halifax hospitals were confronted with a great emergency on the morning of Thursday, December 6, when at 9 o'clock a collision of the Belgian relief ship *Imo* with the French munitions vessel *Mont Blanc* in the Halifax harbor was followed by a terrific explosion which killed over 1,500, injured between 30,000 and 35,000, and laid waste the greater part of North Halifax, an area of two square miles, including the section known as Richmond.

The way in which the facilities of the hospitals were expanded to meet the tremendous need, and available buildings converted into temporary hospitals, with personnel from the surrounding territory and the United States, makes an absorbing story. Miss Cameron, a newspaper woman of Halifax, was not only an eye-witness of the work, but herself participated in caring for the injured. At the time her article was written, February 1, normal conditions had been practically restored.]

The spirit with which Halifax hospitals rose to the occasion created by the explosion was little short of wonderful.

The task of increasing the facilities to take care of the thousands of injured people fell to the lot of the Canadian Army Medical Corps, in command of Col. McKelvey Bell, who as Assistant Director of Medical Service was chairman of the Medical Relief Committee, and was in charge of eight or ten large hospital centers, with several smaller ones as clearing stations.

The Americans arrived on Saturday, December 8, with doctors, nurses and supplies, just in time to relieve the worn-out workers of Halifax, who had been on duty night and day. Smaller units also arrived from St. John, N. B., Moncton, N. B., and from the smaller towns of Nova Scotia, the first reaching Halifax at midnight Thursday from Moncton.

The best possible proof of the splendid way in which the tremendous amount of work was handled is the fact that 95 per cent of the injuries were dressed the day the explosion occurred. As between 30,000 and 35,000 were injured, this means that at least 28,500 cases were handled that day. The work was well in hand and existing and emergency hospital facilities pretty well organized when the relief parties arrived.

HANDLED 1,500 CASES FIRST DAY

Camp Hill Hospital, the newly completed institution built for returned convalescent soldiers, alone cared for some 1500 cases the first day, without calling for outside help, and the Victoria General, Halifax Infirmary, Y. M. C. A. and smaller depots were all flooded.

The Halifax Infirmary, under direction of the Sisters of Charity, and the Victoria General Hospital were managed solely by their own staff, without outside help from nurses and doctors. The work of the Victoria General was mostly surgical, including eye cases, fractures and burns.

Red Cross Base Hospital Unit No. 5, from Boston,

with Dr. E. A. Codman at the head, took complete charge of the Barrington Street Y. M. C. A., and turned it into an up-to-date maternity hospital. Later the maternity hospital was transferred to the Ladies' College, where the Rhode Island unit was in charge. Three good-sized wards, of fifty beds each, with many private rooms, made up the Y. M. C. A. hospital. It was under military direction, with Lieut. Reid, a returned officer, as adjutant. The Y. M. C. A. treated the first day over 400 cases.

HAD AMPLE SUPPLIES

Quartermaster Blackie, in charge of supplies at Camp Hill Hospital, said that their hospital had most providentially received a large consignment of stores a day previous to the explosion, consisting of 500 mattresses, over 1000 blankets and hundreds of beds, as well as many other necessary articles, all of which had been sent by the Government for Camp Hill.

"We had plenty of supplies of all kinds, and did not have to send for a thing," said Capt. Blackie.

Bellevue, another military headquarters, was taken over by the first American relief unit from Boston, under the direction of Maj. Harold Geddings.

The Halifax Ladies' College was taken over by the military authorities and operated as a hospital for several weeks. The patients were later removed to the Waegwoltic Club Hospital and the Bellevue.

The Maine unit took complete charge of the Ladies' College hospital, remaining in the city about six weeks. St. Mary's College was also turned into a hospital by the military, Dr. Ladd and his staff of doctors and nurses, from Boston, taking charge.

Cogswell Street Military Hospital, under command of Colonel King-Smith; Pine Hill, under Major Weatherbee, and Camp Hill, under the direction of Major Morris, for the most part remained under military supervision, with a few outside doctors assisting in the surgical cases.

Five hundred of the worst cases were immediately taken to Truro, sixty miles from Halifax, where they were cared for in hospitals and in the school building, which was turned into a hospital. New Glasgow also turned its new school into a hospital, where about 200 patients are being cared for. Other towns took smaller numbers.

WORK OF "V. A. D.'S"

All the hospitals received excellent assistance from the St. John Ambulance Brigade Nurses, commonly known as V. A. D.'s. Before the relief parties began to arrive the V. A. D.'s and many of the uninjured young women of Halifax saved the situation by com-

ing to the rescue of the doctors and trained nurses, who had a great deal more than they could handle.

The Victorian Order of Nurses of Canada played a most important part in the work of relief. Dating from the time of the explosion, they have been on duty continuously. Eight local V. O. N.'s, at the very hour of the explosion, were making their rounds in the district affected by the explosion. Not a scratch was received by any of them. Houses fell around them, fire broke out and people were killed and mangled by the dozens, but the eight nurses escaped and were able to minister to the injured and dying around them.

Since that morning their army has been greatly strengthened by Victorian Order nurses from other places. In fact, twenty nurses are now making the rounds of Halifax, caring for the injured and dressing their wounds. After the explosion public dressing stations were established, but these have lately been closed, and the nurses are doing the work.

Others are looking after the eye cases, watching for any serious trouble. Miss Rand, of Boston, is co-operating with Sir Frederick Fraser, superintendent of the Halifax School for the Blind, in this work. Mrs. Hannington, of Ottawa, is superintendent of the district nurses, and is overseeing the work generally.

LITTLE INFECTION RESULTED

Very little infection resulted from the wounds, as was feared by the doctors, owing to the rapidity with which the work had to be done. The danger now seems to lie in the fact that glass still remains in the flesh in many cases.

Dr. Ladd, of Boston, told of a woman who had had twenty-nine pieces of glass removed. When she was put under the X-ray, thirty more were discovered. His parting advice to Halifax doctors and nurses was to watch for hidden glass that had not yet been located.

The cases of blinded number between 250 and 500, and were caused by flying glass. These cases have given the doctors more trouble than all the fractures and cuts put together. Many lost both eyes, others only one eye and in other instances the sight suffered permanent, but not complete impairment.

Everything is now clearing up and getting back to normal. The big machine has accomplished no end of good work and all who have played a part in it deserve the highest praise.

Practically all the nurses who came to the city to help with the relief work, as well as the doctors, have returned to their homes, and the local staffs are caring for the patients remaining in the hospitals.

It has been a trying two months for the hospitals, doctors and nurses, but, on the other hand, the experience has been a most valuable one. Much has been learned that they could not have been acquired in any other way.

Add Work As War Measure

Pennsylvania Hospitals Arrange to Treat Venereal Diseases After Request from Baldy

In view of the efforts which are being made by the Medical Section of the Council of National Defense to have hospitals give more attention to the treatment of venereal diseases, as a war measure, the methods which have been used in Pennsylvania to bring this about are of special interest.

Dr. J. M. Baldy, head of the Bureau of Medical Education and Licensure, acting with the State Board of Public Charities, sent a letter to the hospitals of that state, which included the following recommendations:

Every hospital shall make preparation and provide equipment for the admission of patients afflicted with venereal diseases, and shall strike from its present by-laws or rules any regulation which forbids such admission.

Hospitals which maintain dispensaries, but have no separate venereal department, are strongly urged to establish such department under the charge of a genito-urinary specialist.

Provision should also be made by such hospitals for admission for treatment of cases of this character as cannot properly be cared for in the dispensary.

Most of the hospitals have complied with the request, and in this connection Dr. Baldy says in a letter to HOSPITAL MANAGEMENT:

The results have been eminently satisfactory. Out of 186 hospitals called on, 156 have acquiesced in toto with our request. Only three hospitals in the group of 73 approved for full internship have not met our demand. In the group of 22 special hospitals, including children's and eye hospitals, there were seven which in the opinion of the Bureau should admit this class of cases as related to their specialties. All seven of these institutions have acquiesced.

In addition to these 80 approved hospitals there are a group of 76 which are not approved for internship, but which have acquiesced in our request. This leaves a balance of thirty hospitals, and of these we have had a distinct refusal from one.

Taking it all in all, Pennsylvania has succeeded in eliminating from its hospital system the old prejudice against the treatment of venereal diseases, a fact which opens a new era in the treatment and control of this group. Institutions which before this time have had by-laws or rules prohibiting the admission of such cases now have well organized departments in charge of genito-urinary specialists and a separate ward for the house treatment.

The Bureau is firmly convinced that any state board which will vigorously and fearlessly take hold of this proposition can accomplish equal results, and it further believes that the greatest difficulty in the reform of all hospitals lies not so much with the management as with the medical men.

As an example of the co-operation being given by the hospitals, Dr. Baldy enclosed a card issued by Passavant Hospital, of Pittsburgh, which announced the establishment of a clinic for venereal diseases, and also the establishment of a prenatal clinic and maternity dispensary. The latter is conducted on two mornings and the former on three.

"Are Glad to Renew"

Editor HOSPITAL MANAGEMENT:—Enclosed find check for the renewal of our subscription. We like your paper and are glad to renew.—Miss Elizabeth D. Gourlay, Superintendent Dalrymple Hospital, Cleveland, O.

Food Administration Suggestions to Hospitals

Specific Measures for Conservation Outlined and Methods of Substitution Are Given—Special Committee Studies Institutions

By Elizabeth C. Sprague, Home Conservation Division, United States Food Administration, Washington

The work of food conservation in hospitals has been assigned to the Home Conservation Division, and we have a committee working on the problem. We hope that this committee will be able later to give very detailed and definite information as to the help which the institutions should give. In the meantime we make the following suggestions to hospitals:

I. Appoint some member of your staff to make a study of the way in which food is used in your institution.

A. Desirable characteristics of the person selected:

1. Trained in institutional work.
2. Acquainted with measures adopted by some foreign institution for food conservation or ambitious to acquire this information.
3. Trained in nutrition and dietetics or ambitious to acquire a working knowledge of this subject as rapidly as possible.

B. Duties of the person selected: In consultation with the hospital housekeeper, she should have the following duties:

1. A scientific feeding of the population of the institution.
2. A knowledge of market conditions.
3. Responsibility for knowing the food administration measures and devices.
4. Checking up stock cards for comparison.
5. Elimination of waste in the institution through careful buying, careful preparation, careful serving of left-overs.
6. Instructing the help in the seriousness of the food situation and their responsibilities for service.
7. Plans for making a study of waste.

SOME SPECIFIC SUGGESTIONS

II. These specific directions for conserving food should be followed in your institution:

1. Do not use meat oftener than once a day.
2. Observe one meatless day each week.
3. Use less beef, mutton, pork, ham, and bacon.
4. Fish may be used.
5. Replace meat with milk and cheese or make meat go a long way by using it with other foods as a flavor.
6. Use nuts and legumes, and whole cereals supplemented with milk, cheese, and eggs to replace meat. (With the exception of the soy bean none of the legumes, nuts or cereals are good meat substitutes, unless supplemented as directed.)
7. Use soy beans to replace part of meat, because it has been recently determined that soy beans may be used successfully in this way.

8. Use less wheat and more corn and oats. Wheat-saving breads can be made by substituting 25-35 per cent corn or oats for wheat. These will be entirely digestible if the corn or oats are made into a thoroughly cooked mush before being combined with other ingredients in bread-making.

9. Observe at least one wheatless day each week.

10. If possible plan not to use any white bread until the close of the war. This will be possible only if you are able to devise ways in your institution of making acceptable war-breads which are readily digested.

11. Utilize all stale bread. Old bread may be ground to powder and used to replace 25 per cent of the flour in making fresh bread.

12. Use more potatoes and fresh vegetables.

13. Do not use more than $\frac{3}{4}$ pound of sugar per capita per week. Molasses, corn sugar, corn syrup, honey, and sweet fruits and milk will supplement sugar in the dietary. Sugar is a palatable, desirable, but not necessary food. If one part of honey is mixed with two or three parts of corn syrup, an acceptable sweetening mixture may be produced.

14. Economize in the use of fats by decreasing the use of fried foods, by making pastries containing one crust, by reducing the consumption of cakes and rich breads, and by preventing any waste of fat in the institution.

15. After meats are purchased these should be trimmed with great care to remove the fat before cooking and prevent its loss on the plate after serving. If the meat is improved by being cooked with the fat, the fat may be trimmed before being cooked and may be cooked with the meat and recovered as drippings.

16. All waste fat should be utilized directly or indirectly for soap making.

If you wish to be sure that the individuals in your institution are being efficiently fed, the following suggestions may be valuable to you as a guide.

Not more than about one-third of the total protein of the day's meals need be served as animal food. A glass of milk, an egg, two ounces of meat or one ounce of cheese would give sufficient animal food.

One-third of the protein should be furnished by some cereal food, as wheat bread, cornmeal, oatmeal, or other cereal. Nine slices of bread, or one cup of cornmeal, or two cups of rolled oats give approximately this amount. Part of each may be used.

The remainder of the protein should be furnished from mixtures of the following foods: legumes, nuts, vegetables, and fruits.

THE HOSPITAL ROUND TABLE

A Traveling Incinerator

As ward incinerators are not part of the equipment of the base hospital at Camp Grant, Rockford, Ill., an ingenious plan of handling waste, especially in connection with the treatment of infectious disease cases, of which there has been a large number, has been adopted.

A stove, mounted on a wagon or sled, makes the rounds of the buildings, collecting the sputum cups and other material which it is desirable to destroy completely. They are burned in the stove without delay.

While this method would not work anywhere except in a hospital laid out on the pavilion plan, it shows that those in charge of the Camp Grant hospital are able to work out methods of meeting the requirements, if the conventional equipment has not been provided.

Are Your Refrigerators Clean?

A manufacturer of refrigerators recently stated that hospitals, as a rule, are exceedingly careless regarding the cleanliness of their refrigerators, and that in many cases inspection of the ice-boxes showed that they were not kept in anything like good condition.

"We are called on to make repairs, as well as install new equipment," he said, "and the experience of our men has been impressive in that hospital refrigerators are usually found to be in worse condition than those anywhere else. The condition of dumb-waiters is likewise another item that is usually open to criticism."

There are not a few hospitals which are beyond criticism in these respects, but at the same time it might be a good plan to establish regular times for cleaning the refrigerators, so that it will be done as a matter of routine.

Nurses' Rooms in Hospitals

Nurses' home construction is cheaper than hospital construction, and it is poor business for a hospital to use space for dormitory purposes which might be devoted to the service of patients.

Another objection is that when nurses have bedrooms in the hospital building, they are likely to annoy patients, through carelessness in conversation, especially at night.

A patient in a Chicago hospital recently reported being kept awake for hours by the talk of nurses, who occasionally congregated in their rooms, which happened to be near his, and enjoyed themselves. This was fine for the nurses, but hard on the patient.

The nurses, on the other hand, deserve consideration and a chance for mental and physical relaxation, and should get this by having a separate building in which they can unbend without having to think of sick people in adjoining rooms.

Hospital Uses Truck

The Allentown, Pa., Hospital recently purchased a truck, which is paying for itself in the saving secured through the purchase of produce direct from the farms. In a letter to HOSPITAL MANAGEMENT the hospital says:

"We have a Vim truck in service, and with this we go to the farms and purchase all necessities for the hospital. We find it very convenient to transport supplies in this way. We certainly are able to secure products cheaper than if we had them hauled by others."

Some of the state hospitals have large heavy-duty trucks, with load capacity of from three to five tons, for use in hauling coal, stone, etc., but the average hospital needs a smaller truck for delivery purposes, and especially for handling such supplies as those referred to.

Round Table Staff Meetings

Dr. Henry Enos Tuley, superintendent of the Louisville City Hospital, has recently established a "round table" at which members of the staff present ideas for improvements in the medical service of the institution. Recently Dr. Tuley developed an idea for a home nursing course, which was submitted to the staff at a round table meeting before being put before the board of public safety, which has charge of the hospital. It was endorsed by the staff, and subsequently approved by the board. Suggestions coming in this way are pretty sure to have more consideration than otherwise.

Early frost, causing a loss of about 1,000,000 bales of cotton, compared with early estimates, is helping to keep the market at a high level, drygoods jobbers report. The Government recently placed an order for 50,000,000 yards of cotton cloth with Fall River, Mass., mills. This must be given precedence over all other orders.

Miss Mae Burtch has been appointed superintendent of nurses at the Presbyterian Hospital, Waterloo, Ia., succeeding Miss Minerva Wilson, who resigned to become superintendent of nurses at the new Swedish Hospital, Rockford, Ill.

Dr. John G. Long has been appointed superintendent of St. Agnes Hospital, Baltimore, to succeed Dr. Edward J. Cummings, who has entered naval service.

Dr. Jason Parker has resigned as superintendent of the Jones Hospital, Jamestown, N. Y.

Dr. James V. May has resigned as superintendent of the Grafton, Mass., State Hospital to become superintendent of Boston State Hospital. Dr. Hiram L. Horsman is acting superintendent at Grafton.

How Lakeside Hospital Cut Laundry Payroll

Installation of New Equipment and Change in Methods Not Only Reduced Labor and Linen Investment, But Speeded Up Service

A striking example of what improved machinery plus efficient methods can do in the hospital laundry has been furnished recently by the experience of Lakeside Hospital, Cleveland, of which Dr. A. R. Warner is superintendent.

Not being altogether satisfied with this department of the institution, Dr. Warner employed a laundry efficiency expert to study the equipment and methods which were in use, and a number of changes in both features were made. The results, almost startling in character, were as follows:

A reduction of 50 per cent in the payroll, cutting the average number of employees from eighteen to nine.

A reduction of \$500 in the investment of linen needed to take care of the requirements of the hospital, due to the shorter time required to handle the work.

Immensely improved service.

NEW EQUIPMENT INSTALLED

The improvement in equipment was obtained by the installation of one 36x54-inch Solid Head washer and one 42x72-inch Cascade washer, and the elimination of two smaller washers, giving a complement of four large washers of the type of the new machines.

In addition, four Universal presses, set in tandem, so that one operator could handle two presses, were installed, together with a 40x54-inch Vento drying tumbler, a 40-inch overdriven extractor, a 28-inch underdriven extractor and a collar ironer.

The advantage of increasing the capacity of the washroom was that the work could thus be gotten out much more rapidly, and the flat-work ironer kept operating at full capacity, which was not true previously with the smaller equipment in that department.

The efficiency of the flat-work ironer was likewise increased by the addition of the new extractors, which extracted the moisture from the flat work more thoroughly, and enabled the flat-work ironer to handle a larger quantity of work in a given time.

Similarly, the installation of the drying tumbler relieved the burden on the flat-work ironer, as many pieces which were formerly put through the dry room and then ironed on the flat-work ironer are now finished completely at one operation in the drying tumbler. These articles include bath towels, underwear, pads, binders, diapers, stockings, etc., and come out of the tumbler soft and without wrinkles, and are not stretched out of shape.

RELIEVES BURDEN ON IRONER

In this instance, the new machine has taken a

large burden off another item of equipment, enables one complete operation to be eliminated, and accomplishes better work with less effort, as the labor required to handle work through the dry room was considerable.

Before the installation of the Universal presses, the hospital employed six hand ironers. With this equipment in use, three of these were dispensed with; two were put in charge of the presses, each operator handling two presses, and a third was retained for special work, such as combination waists and skirts, etc.

The collar ironer was installed not only for handling the collars of the interns and orderlies, but for nurses' bibs as well. All of this work was formerly ironed by hand at great expense.

In revising the methods which were in use, as made possible by the new arrangement of equipment, one of the most striking changes was made in the handling of the nurses' aprons, which were formerly ironed by hand, after having gone through seven additional operations, as follows:

Washing, extracting, starching, starch extracting, drying in dry room, dampening, rolling up and packing to distribute the dampening, and finally hand ironing.

THREE OPERATIONS NOW

At present three operations are all that is needed, five being completely eliminated, with a resultant saving in labor. The method now is as follows:

First, washing and rinsing a little more thoroughly, placing starch in the washer after the last rinse. Water is then drained off and the machine turned over a few times in order to starch the load thoroughly and uniformly.

Second, extraction. If the amount of starch is gauged accurately according to the load, the amount of starch lost in the extraction is small.

Third, ironing. The aprons are ironed on the Universal presses, immediately after removal from the extractor.

The plan of starching as the final feature of the washing operation has been applied to all of the work, thus saving on every item two operations—starching and starch extracting—which formerly were considered necessary.

The dry room is no longer in use. The drying tumbler has taken its place on those goods which are not to be ironed on the machine, while if the flat work ironer is to be used in the final operation, it receives them immediately after the process of extraction has been completed. This is made

possible by the improvement in extracting, due to the larger and more efficient machines.

The elimination of the starchers and the handling of all starched pieces through the dry room and dampening department enabled the hospital to eliminate several employees, as may be readily imagined. Labor was also saved on account of the speed with which drying in the tumbler could be accomplished.

In fact, the elimination of unnecessary operations has meant a speeding up of the entire laundry department, with a consequent improvement in the service. Linens are no longer tied up in the laundry as before, but come out so rapidly that the hospital has found it possible to operate with a \$500 smaller investment in linens than ever before.

Another way of stating it is that the change has enabled the hospital to put more money into efficient machinery and less into supplies.

Prior to the new system in the Lakeside laundry, an ever-present source of complaint was the delay in handling the personal linen of doctors, nurses and orderlies, at least a week being required. The bulk of the work was received early in the week, thus placing the burden on the laundry for two or three days, instead of distributing it over the entire week. In order to simplify this, arrangements were made to handle personal linen in two lots, and three-day service has now been established, cutting the time at least fifty per cent.

EMPLOYEES MAKE SUGGESTIONS

An interesting feature of the change was the interest with which employees in the laundry endeavored to bring about improvements. As soon as they were convinced that there were shorter and better ways of doing the work, they became interested in the problem, and were of much assistance in perfecting the new system.

Lakeside Hospital has a capacity of nearly 300 beds. The laundry handles 30,000 to 33,000 pieces per week, 28,000 of these being flat work. In view of the size and importance of the department, great opportunities obviously existed for cutting costs; but these opportunities, differing in degree but not in kind, exist in every hospital laundry. Study of the best methods of doing the work will undoubtedly show superintendents chances to save as largely and as conspicuously as was made possible at Lakeside.

Must Estimate Cost in Advance

The Cleveland Hospital Council has called attention to a recent resolution adopted by the State Industrial Commission of Ohio with reference to the remuneration of hospitals where the cost of the service is in excess of \$200. The commission requires that expenses in addition to this amount be submitted and approved before being incurred, but the Council points out that it is difficult to anticipate the expenses involved in the treatment of the case. An effort is being made to have the ruling modified.

Collecting Unpaid Bills

Part-Pay Patients Give Most Trouble—How Social Service Department Could Be Used

By Howell Wright, Executive Secretary Cleveland Hospital Council

Various plans for the collection of unpaid hospital bills have been tried and are being tried by various hospitals. It seems to be a rather general custom to turn over accounts that have run several months to a private collection agency or to a lawyer, 33⅓ per cent being charged if collection is made without court action, 50 per cent if court action is required.

SOCIAL SERVICE ASPECT

One hospital has had the services of a special collector who also collects for a number of physicians on the staff on a percentage basis. This collector has had some social experience, and has done some hospital social service work in connection with these collections.

Another hospital has employed the full-time services of a collector who spends much time in the hospital interviewing patients in the wards and sometimes when they are discharged from the hospital. This hospital has a social service department, and the collector assigns many cases to the department for investigation. Legal services are secured when needed on the percentage basis. Only a very small number of the hospitals use the Retail Merchants' Credit Association.

Relatively little difficulty seems to be encountered with pay patients. The great difficulty is with part-pay patients.

A very conservative estimate of hospital accounts receivable now, some of which have been running for a long period of time, would be \$75,000.

SOLUTION AT WRONG END

Undoubtedly a collector with social sense, backed up by legal advisors when needed, working from the office of the Hospital Council, could render very valuable service in the collection of hospital accounts which have not run more than two or three months. At the outset he would be kept exceedingly busy. It would seem unwise, however, to place too much emphasis on this phase of the work. It would seem to be attempting to solve the problem at the wrong end.

Would it not be wiser to attack the problem at the other end, namely, at the time of admission? It would seem, so far at least as part-pay patients are concerned, that payment of hospital bills might be made incidental to social service work. Would it not be wiser to encourage more careful investigation of admissions, more interviewing with patients in the wards and at the time of their discharge from the hospital? Ought not all of the larger hospitals at least have social service investigators and use them so far as possible in this work?

Practical Methods of Saving Coal in Hospital

Maintain Temperature at 68°-70°, Shut Off Radiators in Unused Rooms, Tighten Leaky Faucets, Control Use of Lights, Etc.

Although hospitals were specifically exempted from the operation of the recent orders of Fuel Administrator Garfield, and were thus able to continue the use of coal without restriction on Mondays and during the 5-day period when most other large buildings were closed, it is certainly true that the hospitals are interested in fuel conservation.

This is true not only because they want to do their part to help the country by making coal available for the use of necessary industries, but because the hospital which applies efficient methods in the use of coal, and which eliminates unnecessary consumption, will show a definite reduction in expenditures as a result.

One of the largest hospitals of the country, according to its superintendent, has recently brought about a decided improvement by specific attention to fuel conservation plans.

In the first place, the temperature in rooms and wards is kept at from 68 to 70 degrees. This is the temperature which is found to be best suited to the needs of patients.

SHUT OFF RADIATORS

As soon as rooms are vacated, the radiators are turned off, and heat is not wasted in warming space that is not being used.

The hospital has three operating rooms. It has been found possible to concentrate most of the work in two of these rooms, thus saving the heat which would be needed for the third.

Hydraulic elevators are used, and steam is needed to operate the pumps for these. Reduction in fuel consumption was brought about by shutting down one of the elevators. In the case of electric elevators, a similar reduction would have been accomplished, whether current was made in the hospital or secured from a central station, since it takes coal to make electric current.

The engineer of the hospital went over the entire steam line, looking for leaks and tightening up connections where needed. If insulation was worn and heat was being allowed to escape in transmission, this was replaced.

One of the most prolific sources of loss in a hospital is through water leakage at faucets. If the faucet permits the water to drip away, it is in the first place wasting water which it is probably paying for, by meter or otherwise; it is wasting the power which was required, either in the hospital or by the city, to pump it into the pipes; and, if the water was hot, it is wasting the heat which was used in raising its temperature to that point.

TIGHTEN THE FAUCETS

Tightening of all faucets all over the hospital will therefore prove a wise step in the direction of economy and fuel conservation.

Light, which represents fuel consumption, is wasted or at least used unnecessarily, in many hospitals. The superintendent referred to has issued instructions that all lights not needed are to be turned off. It was found practicable to cut down the number of lamps burnings in stairways and corridors. Another way in which the same result was accomplished was by using lamps of reduced candlepower in places where a smaller amount of illumination could be used without detriment.

Members of the American Hospital Association who attended the Cleveland convention of the organization last September and heard Dr. John M. Peters, superintendent of the Rhode Island Hospital, of Providence, discuss the use of oil as fuel, in which he described the convenience and economy of this system, will be interested in the following letter written by him to HOSPITAL MANAGEMENT on the subject of the supply of oil:

THE OIL SITUATION

As yet the oil supply in Providence has not been restricted, and we have been assured by the Mexican Petroleum Company that we will be taken care of as long as they can possibly secure oil.

As Providence is one of the largest receiving and storage ports of this company, and as many of the manufacturing concerns here are making material or goods for the Government, and are depending on this oil for fuel, the chances are that our supply will not be curtailed, at least for the present.

In regard to the cost, we made a contract for a five years' supply eighteen months ago, and still have a period of three and a half years before our contract expires.

Some interesting suggestions regarding coal saving are given in a recent address by O. F. Hood, chief mechanical engineer of the U. S. Bureau of Mines, Washington. He said:

Economies may be looked for under three heads—men, equipment and supplies. Cheap men are dear.

Really skillful firing, which is the largest element in coal economy, requires almost constant attention. In good steam boiler practice, a skillful fireman will put in coal every three to five minutes, and almost 70 per cent of the heat in the coal is usefully employed. It is usually mistaken economy, especially with high priced coal, to require the fireman to do so many other things that he cannot give frequent attention to firing.

Men will take more interest in their work if they have means of measuring their achievement. There is only one figure that is a really safe guide to indicate the performance of a boiler plant, and that is the weight of the steam generated for each pound of coal. Men having devices for keeping track of these two quantities find as much pleasure in trying to beat their own record from day to day as some men find in playing golf. It is almost the universal experience that higher economy follows the introduction of scales for weighing coal and water devices for measuring the water fed to the boilers.

Combustion requires both coal and air. The air should be supplied under the grate and immediately over the fire. Any other openings that supply air through the setting into the chimney are a source of considerable loss. It is not at all uncommon to find two or three times as much air handled by the chimney as is needed for complete combustion. This comes from the innumerable leaks in brick settings and about chimney connections.

Leaky blow-off valves are a source of considerable loss. If the blow-off pipe is not beyond the blow-off valve it is evidence of a leak which should be fixed.

The use of high pressure steam for purposes for which exhaust steam might be used is a source of waste.

The use of thick fires over six or eight inches in depth, with the fuel bed irregular in thickness, is an evidence of poor firing.

SOURCES OF WASTE

Wherever heat escapes without doing useful work, there is a waste. Uncovered steam pipes, hot water pipes not properly covered, too high flue temperature, exhaust steam not used for heating, underground steam pipes not properly covered, lack of insulation on metal ceilings, leaks in steam and hot water pipes, and leaky valves are all sources of loss which can be stopped by careful and frequent inspection, and with relatively small outlay.

The selection of a certain kind of coal is very often a matter of habit or prejudice. A good fireman who understands his business can, by experimenting, soon adapt his methods to the different coals; but without some incentive he will, of course, prefer that coal with which he is most familiar. The study of available coals, with their potential abilities, is really worth the while of the office, especially with the very considerable increase in price, which is likely to continue for a long while.

Civil Hospitals Would Help

War Service Committee Seeks Co-operation With the Surgeon General's Office

Although all of the information which has emanated from Washington up to this time has indicated that the reconstruction and rehabilitation of wounded soldiers and sailors will be handled almost exclusively through special reconstruction hospitals erected and operated by the Government, civil hospitals have not yet given up hope of being permitted to participate in this work.

At the Cleveland convention of the American Hospital Association last September, where the policy of the Surgeon General's office of the War Department was outlined by Major Winford H. Smith, there was a strong sentiment among hospital people that the existing facilities, equipment and personnel of the civil institutions be made use of, since the hospitals are anxious to participate actively in the war, and to be of positive and definite usefulness to the country.

IS OPEN TO SUGGESTIONS

The War Service Committee of the Association has been working to secure a modification of the announced policy to provide hospital facilities for the care of crippled and convalescent soldiers only under strictly military supervision, and Dr. S. S. Goldwater, superintendent of Mt. Sinai Hospital, New York, who is chairman of the committee, is quoted as saying that the Surgeon General's office is receptive to suggestions, and that the whole movement for the co-operation of the civil hospitals with the Medical Department of the Army is going along nicely.

"Who's Who" in Hospitals

Personal Notes of Men and Women
Who Are Making the Wheels Go 'Round



DR. HENRY ENOS TULEY,
Superintendent Louisville City Hospital

Dr. Tuley, who is one of the best known practitioners of Louisville, is dean of the medical department of the University of Louisville, which is affiliated with the hospital. He has been prominent in civic affairs, and was formerly president of the Louisville Commercial Club.

Mr. Anthony Tall, formerly superintendent of the Emergency Hospital, Washington, D. C., is now assistant superintendent of Mount Sinai Hospital, Cleveland.

Mother M. Ignatius has charge of the new St. Anthony Hospital at Pocatello, Idaho.

Miss Mary E. Fisher has been appointed matron of the Weston, W. Va., State Hospital by Dr. C. E. White, superintendent.

Mrs. Rex B. Wilcox is superintendent of the Stuttgart, Ark., City Hospital. She is a graduate of the Baroness Erlanger Hospital, Chattanooga, Tenn.

Dr. Emerson A. North, of Cincinnati Sanatorium, has been appointed acting superintendent of Long View Hospital, Cincinnati, Dr. Frank W. Harmon, superintendent for thirty-seven years having been granted indefinite leave of absence, with full pay, because of ill health. Dr. Harmon has gone to California.

Hospital Management

Published in the Interest of Executives in Every Department of Hospital Work

Published on the fifteenth of every month by the

CRAIN PUBLISHING COMPANY

INCORPORATED

608 S. Dearborn Street, Chicago.

G. D. CRAIN, JR.,
Managing Editor.

JOSEPH H. EVERSTON,
Advertising Manager.

SUBSCRIPTION PRICE : : : : : \$2.00 PER YEAR

OFFICIAL PUBLICATION, OHIO HOSPITAL ASSOCIATION

New York Office:

Cable Bldg.,

JAMES KRUEGER, Manager.

St. Louis Office:

Central National Bank Bldg.,
CHARLES R. BEERS, Manager.

Boston Office:

Old South Bldg.,

A. W. RIMMOUT, Manager.

Cincinnati Office:

First National Bank Bldg.,
KENNETH C. CRAIN, Manager.

Vol. V.

February, 1918

No. 1

Hospital Convention Calendar

Kansas Hospital Association, May, 1918.

Ohio Hospital Association, Cleveland, May 23-25, 1918.

American Association of Industrial Physicians and Surgeons, Chicago, June, 1918.

American Hospital Association, Atlantic City, N. J., September, 1918.

American Dietetic Association, Atlantic City, N. J., September, 1918.

Getting Together The First Step

Co-operation, through conference, is one of the best possible methods of eliminating friction and improving results.

Hospital organizations should get together formally and at stated intervals, to discuss problems growing out of the administration of their institutions.

The superintendent should encourage meetings of the staff to discuss purely medical questions, and should confer with them whenever possible.

In the base hospitals, operated under military authority, regular conferences on both administrative and medical questions are a feature. Round table discussions of practical problems of administration, by superintendents and department heads, help materially to improve the work of civilian hospitals.

Getting together is the first step to getting ahead.

Better Methods Solve Labor Problem

Hospitals have a double incentive at present to improve their methods. For one thing, they can reduce expenses; for another, they can reduce their requirements as to labor, and thus relieve the pressure of a problem which in many instances has become acute.

In an article in this issue of HOSPITAL MANAGE-

MENT the story is told of improvement in equipment and methods in the laundry of Lakeside Hospital, Cleveland, which cut down the number of employees required for the work by 50 per cent, and consequently reduced the expense of operation, while at the same time it made it possible to release employees there for necessary work elsewhere.

In commenting on this feature of the situation, which was suggested by HOSPITAL MANAGEMENT as possibly creating a difficulty, through the necessity for finding work for those whose services were dispensed with after the change was made, Dr. A. R. Warner, superintendent of Lakeside, said:

"The disposition of employees was not a problem. The labor situation is acute in Cleveland, and the real problem is to get the few necessary to do the work, not to find places for those who can be spared."

Dr. Warner also called attention to the fact that wages paid to women laundry workers were formerly from \$1 to \$1.25 a day and have risen to \$1.60 to \$2 a day—increases which certainly furnish the justification for changes in plans that will help to bring down the number required to do the work. Improved methods as well as improved machinery are usually needed.

Hospital Facilities In Munition Plants

A subcommittee under the Medical Section of the Council of National Defense has recommended that plants manufacturing munitions be required to establish emergency hospitals for the service of their employes, and that sanitary eating facilities also be provided.

The recommendation of this committee, which doubtless will receive the endorsement of the Council, will go far toward securing an extension of the present provisions of this kind, though, as a matter of fact, leading manufacturers have not needed Government suggestions regarding the value of emergency hospitals, medical supervision and health service generally.

HOSPITAL MANAGEMENT, through the Industrial Department, which is a feature of each issue and has been a prominent section of the publication since it was established, has been able to get in very close touch with the work of employers, who are more and more appreciating the advantage of having the health of their workers conserved and protected by the right kind of medical service at the plant.

This has found expression in the use of full-time doctors and nurses, the provision of dental service in many instances, and the complete equipment of emergency hospitals and rest-rooms in which cases of sickness can be cared for.

The war, because it has speeded up industry and caused a higher accident rate, is stimulating interest in work of this kind, and undoubtedly insuring per-

manent appropriations of larger amounts from industrial concerns which are carrying on this service. It is a paying proposition, and incidentally one which does not require a prohibitive amount for its maintenance.

Hospital Work A Prime Necessity

While the necessary character of hospital service is generally appreciated, the public has had its attention called in a very definite way of late to the fact that the hospitals are indispensable, and that their work must be protected, regardless of the restrictions placed on other classes.

The coal situation, for example, brought this out in a most striking manner, hospitals not only being placed on the excepted list as to the operation of "heatless Mondays," but likewise on the preferred list as to the distribution of coal. And similarly, through regulations intended to assist them in the maintenance of medical service by the release of interns for limited periods, the Government has made the public see that the hospitals are regarded as absolutely essential features of public service.

Those engaged in hospital work have, of course, needed no reassurance on this point, knowing as they do that the civilian population simply cannot get along without their services; but it is gratifying to have the character of the work properly presented to the public, whose interest and support, as a result of these announcements, should be increased and stimulated.

Base Hospitals At Cantonments

There has been considerable newspaper criticism of the work of the base hospitals at national army camps, and while statements regarding specific instances which have been related may be true, HOSPITAL MANAGEMENT does not believe that the hospitals as a whole are failing to render the best possible service.

Mistakes were unquestionably made in the construction of the camps, in not having the hospitals built and equipped first, instead of allowed to wait until after barracks and other buildings had been erected. But after the hospitals were once built and equipped, they were put into service with every provision as to equipment and personnel to insure good results.

HOSPITAL MANAGEMENT has been impressed with the enthusiasm of those in charge of the administrative and medical work of these hospitals and with the fine spirit which prevails in the military hospital organizations generally. Incidentally, the splendid records made in many of these hospitals show conclusively that good work does not depend on buildings that are architecturally pretentious, but on the machinery, methods and men available for the work to be done.

We hope that HOSPITAL MANAGEMENT subscribers

will read the leading article of this issue, describing the methods of administration of a base hospital, and compare them with the plans used in their own. It is possible that suggestions for improvements may thereby be developed.

Notes and Comment

The Elks' war relief commission has announced that the Government has accepted its offer to build and equip a reconstruction hospital for wounded soldiers in Boston at a cost of \$250,000.

A new department for children has been established by Mercy Hospital, Columbus, O. Miss Ethel Leslie, a graduate of the Boston Children's Hospital, and recently with the Massachusetts School for Crippled and Deformed Children, will be in charge of the department.

Three patients lost their lives in a fire which destroyed a wing of the Connecticut Hospital for the Insane at Middletown. The hospital's own fire companies fought the blaze.

Daily inspections of military hospitals is ordered in a recent communication addressed by Secretary of War Baker to the chief of staff of the army.

The Los Feliz Hospital, Los Angeles, Cal., has been established to provide medical treatment for girls and women arrested as vagrants under a new method of repressing prostitution.

Dr. Henry Enos Tuley, superintendent of the Louisville City Hospital, has announced a plan for a three months' course in home nursing, for which to begin with fifteen students will be accepted. They are to pay a fee of \$40 each. They will be given their meals, but will live at home.

Tuberculosis sanatoriums of Wisconsin recently conferred on the problem of observing the Food Administration's recommendations without interfering with the proper maintenance of patients.

The base hospital at Camp Zachary Taylor, Louisville, Ky., is to be enlarged, provision being made for 700 additional beds, which will give the hospital a capacity of nearly 2,000.

St. Joseph's Hospital, Lexington, Ky., has announced that it will establish a training school for nurses. Miss Margaret McCrystal will be principal of the training school.

Colorado Springs, Colo., is completing a city and county observation hospital for handling infectious disease cases.

Subsistence costs at Central Hospital for the Insane, Indianapolis, during the last fiscal year increased from \$62.75 to \$83.65, or 32.3 percent, according to the report of Dr. George F. Edenharter, the superintendent.

Homeopathic Hospital, Pittsburgh, has announced an intensive course of training for nurses which will require but two years, instead of the usual three. The course was established with the approval of the state board of nurses' examiners, and will cover the complete curriculum.

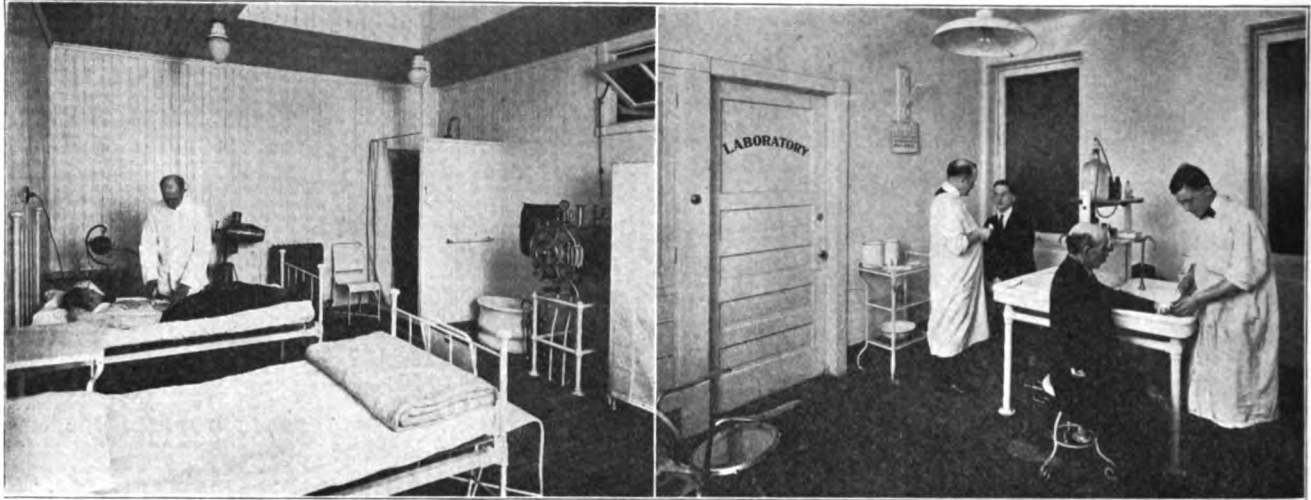
The Swedish Hospital, Minneapolis, Minn., celebrated its twentieth anniversary January 4. Mr. George W. Olson is superintendent of the institution.

INDUSTRIAL DEPARTMENT

Broad Service for Employees of Armour & Co.

Six Full-Time Physicians, Three Nurses and Dentist in Emergency Hospital—X-Ray and Pathological Laboratory Work

By Harvey G. Ellerd, Armour & Co., Chicago.



TWO VIEWS IN EMERGENCY HOSPITAL OF ARMOUR & CO.
At the left is the 3-bed ward, at the right the operating room.

[Editor's Note: The great Armour plants in Chicago employ 33,000 people, of whom 3,000 are women. The requirements of these workers as to medical supervision, hospital service and health maintenance are splendidly taken care of. The details of the organization are well told by Mr. Ellerd, who is a member of the Armour Safety First General Committee, and is in charge of all the legal phases of safety first, welfare and hospital work.]

The human element in business today looms larger than the other four factors that have ever constituted business. Materials, machinery, money, merchandise have long absorbed the interest, to the practical exclusion of the *man* employed, but it is the man who now holds the front of the stage. His interests, his ambitions and his efforts are the dynamic forces that move the other four. The task of proper employment has been one that has run out a thousand blind alleys.

The element we handle was a constantly shifting one; here today, gone tomorrow; quitting one department this week, only to show up under a new check in another the next Monday. A shortage here; an overflow there; misfits everywhere.

It was to properly handle this situation, to make each man's job a permanent thing as long as his efforts warranted, and to put each in a place best suited to his ability, ambition and physical condition, that last spring we organized and installed in all of our plants employment departments.

Already, the effect of the scientific selection and placing of men has made itself manifest, in the re-

duction of the labor turn-over. Each man employed is asked his personal ambitions, the sort of work to which he is most attracted, and as often as is possible, he is assigned to work along the lines of his own preference and interests.

EMERGENCY HOSPITAL EQUIPMENT

Our emergency hospital was remodeled and re-equipped about a year ago, and later will have quarters in the Service Building which we are planning to erect, to house all the departments concerned with employment and similar activities in our plant.

On duty in this hospital, in addition to our consulting surgeon, Dr. F. C. Jacobsen, are six full-time doctors: Dr. V. S. Cheney, chief surgeon; Dr. Jessie Marsh, who takes care of physical examinations of women; Dr. C. G. Johns, Dr. B. J. Smith, Dr. P. N. Chaisson and Dr. H. A. Callis, who is in charge of the pathological and X-ray laboratories.

The nursing service is administered by the Visiting Nurses' Association, the personnel including Miss C. M. Brady, Miss M. Boyes and Miss Elizabeth Belleck, all registered nurses. In addition to handling cases at the plant, they work among employes and their families, who are visited in their homes.

The emergency hospital building is centrally located and has three entrances. Waiting-rooms for men and women are provided. There is a special room for



DENTAL SERVICE IS A FEATURE OF ARMOUR FACILITIES

examining women applicants for employment, and two for the examination of men. We are now examining all new employes, and are examining old employes as opportunity offers. Employes are classified according to degrees of physical fitness, and are located with special reference to any physical disabilities which they may possess. In case an applicant is rejected because of some physical disability, he is given the facts regarding his condition, so that this may be corrected.

REST-ROOM FOR WOMEN

A large women's rest-room, equipped with easy chairs, couches, etc., is provided adjoining the office of the nursing staff, and here many cases of sickness are taken care of. Often a minor complaint, such as a headache, can be corrected and the time of the employee saved, when otherwise it would be necessary for her to go home, losing the entire day and handicapping the work of the department in which she is employed.

We have a 3-bed ward, which is used for treating cases requiring continuous attention, such as sprains, contusions, etc. This ward is equipped with a Betz therapeutic lamp, for light and heat therapy, a Betz massage appliance, shower and foot baths, a Kny-Scheerer sterilizer, used largely for preparing hot packs, etc., an electric fan, bed screen and other accessories. For purposes of convenience we also keep in this room a supply of vaccines, the bacterin treatment of many infections having been found effective.

In this connection, we are now vaccinating the entire force of Armour & Co., including office and plant employes, totaling 33,000. They are being taken care of at the rate of 600 a day, Drs. Cheney, Marsh and Chaisson handling this work, which is done in a large room in the office building.

We have a well-equipped operating room, where all minor operations are taken care of. Major surgery is done at a general hospital, Dr. Jacobsen usually handling these cases. The operating room, besides containing the usual table, instrument stand, waste receptacle, etc., has an instrument cabinet with a satisfactory supply of surgical instruments, a double washstand, with foot-controlled valves for the use of the surgeons, besides a cabinet containing drugs and medicines used in quantity.

LABORATORY WORK VALUABLE

The X-ray and pathological laboratories adjoin this room. The laboratory work is extensive, the pathologist handling urinalyses, blood counts, sputum examinations, etc. Electrically equipped incubators and ovens are employed here. The Standard X-ray equipment is used in cases of fractures and suspected fractures, suspected tuberculosis, etc., and has been exceedingly valuable. We have a cabinet in which plates are systematically filed for reference.

After having examined about one-third of our employes, the predominance of bad teeth became so apparent that a dental department was established to



X-RAY LABORATORY IN HOSPITAL.

care for the teeth, examine them, clean them and instruct the people in the close relation of good teeth to good health, and to make them realize that evils other than local pain spring from decaying teeth and an unclean mouth. It is not our purpose to do operative or complete dentistry, but to impress upon our employes the need and necessity for frequent visits to their own dentists.

In the emergency hospital, as elsewhere, we have interpreters, who are able to speak the several languages predominating among employes of foreign birth. They explain the doctor's instructions, and assure understanding of the latter's suggestions.

All of the thirteen packing plants outside of Chicago have emergency hospitals. Kansas City has two full-time physicians on duty, East St. Louis two and Omaha, Fort Worth and St. Joseph, Mo., one each.

Standard Forms for Industrial Records Sought

Value of Data Covering Sickness as Well as Accidents Pointed Out—Labor Conservation Demanded by Lack of Immigration from Europe After War

By J. W. Schereschewsky, Surgeon, U. S. Public Health Service, Pittsburgh, Pa.

[Editor's Note: The following is a portion of the report of the Committee on Standard Forms Relating to the Conservation of the Health of Workers, read before the Health Service Section of the National Safety Council at its 1917 convention. Dr. Schereschewsky is president of the American Association of Industrial Physicians and Surgeons, which also is paying a great deal of attention at present to the matter of health records.]

The great chain of events which has plunged us into the present world struggle has opened our eyes as never before to the necessity for the rehabilitation and co-operative mobilization of industry in this world war and the future civilization to which it will give birth. We now realize acutely that it is the man-power of the nation which lies behind all communal effort; by which life is rendered worth living; through which successive planes in advancing civilization are reached.

No longer can we rely on the great influx of immigrants, as in the past, to carry on our industries. No longer can we be prodigal, as formerly, of the lives and health of our workers. At this time, when each individual social unit has undergone enormous valorization, the industrial environment can no longer be a matter of indifference either to industry or to the nation. In this war of resources, in which the actual production must continuously approach the theoretical maximum, the nation must be assured that each individual worker is being employed in the most efficient way; moreover, that the conditions under which he is employed are such as to insure consistent and continuous efficiency on his part. That health, safety and continuous employment are the fundamental factors in producing this condition is so obvious as not to require argument. As in all other great human enterprises, the basis of our power to produce such favorable conditions lies in knowledge. We must have some way by which we may estimate the effects of industrial environment on man-power. We must have certain records which all industries will agree to collect and transmit to central offices, either state or Federal, so that industrial health and safety can be studied and improved in the same manner that health departments endeavor to watch over and improve the public health.

CHARACTER OF RECORD

Let us then discuss the records which will enable the nation to ascertain the condition of health and safety of individual industries. After due consideration, your committee recommends that, apart from accident records, the keeping of which is provided for by workmen's compensation laws, the following records relating to the physical condition and health of workers would be of the highest value:

1. Record of physical examination.
2. Weekly reports of sickness.
3. Weekly reports of absenteeism.
4. Report of labor turnover.

The value of physical examinations in industries as a measure of health conservation is so familiar to you all that it need not be entered into here. What is needed, however, is some minimum standard of the extent of such physical examinations and the minimum amount of data which should be recorded. In making up the records of such physical examination, it is well to remember that they consist of two parts, both extremely valuable—one relating to the industrial and social history of the individual, the other to his actual physical condition. It is evident that the first part of the record may readily be obtained by a clerk or other employe, whereas the data in regard to the physical condition must necessarily be secured by the examining physician himself.

At least the following personal data should be collected: The sex, age, race, nativity, years in the United States, ability to speak English, marital condition (single, married, widowed or divorced) and number of children, both living and dead. Of great interest to those studying occupational diseases would be a brief notation of previous illnesses and injuries.

OCCUPATIONAL HISTORY

Next should follow a brief occupational history, which would give the following data:

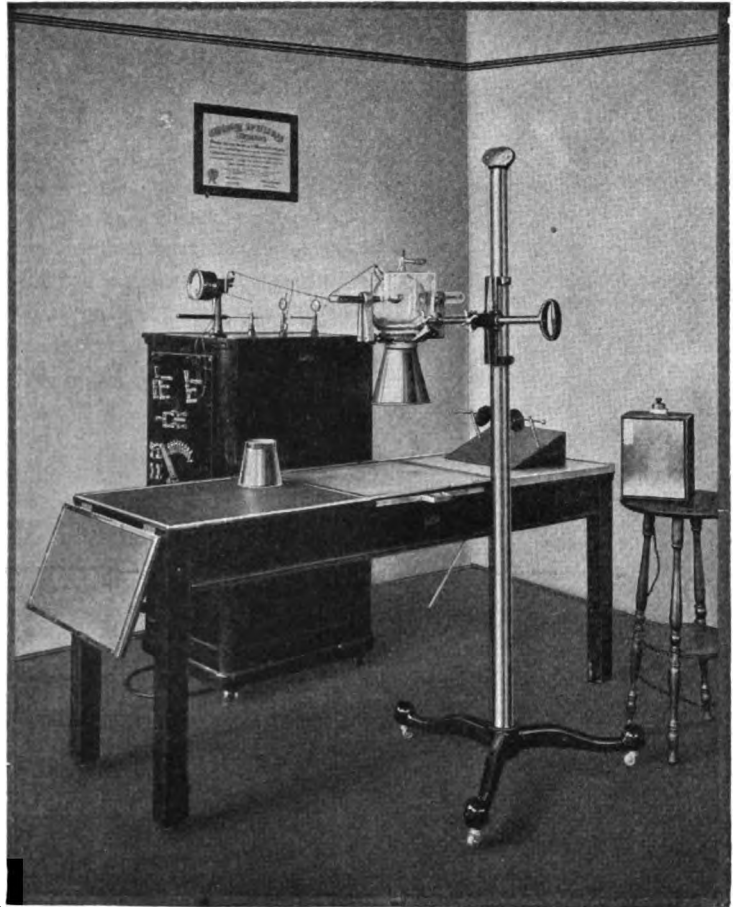
1. The name of the industry in which the individual is actually employed or seeking employment.
2. The department in that industry to which he is assigned.
3. The process in that department in which he is engaged, the technical name being given in every instance.

A brief record of the previous occupation of the worker, together with the times spent in such occupations, should be added to the record. This portion of the record will become increasingly valuable as the years go by, as it would form the basis of valuable deductions in regard to many important industrial considerations, such as the percentage of "floating labor," the effect of previous occupations on the present physical condition, the average duration of individual productivity.

Naturally we should endeavor to reduce the physical examination, itself, to the simplest possible terms, without, at the same time, omitting any essential data. It is recommended that at least the

Every Industrial Hospital Should Have X-Ray Equipment

Here is an apparatus of broad range that will handle all radiographic work.



MEYER



No. 2 High Tension Rectifier

Meyer X-Ray Apparatus is built in all sizes for all radiographic purposes. Send for general catalog.

If you operate an industrial hospital and are considering the purchase of X-Ray equipment, be sure to *choose wisely*. Get an apparatus that is *not complicated* with many attachments. Secure equipment the operation of which you can *easily understand*, and which is always ready for work. *This is of paramount importance in x-ray apparatus.*

A machine that will give you *perfect x-ray results* is the Meyer No. 2 High Tension Rectifier. It is of medium size, *especially designed for industrial use*. It possesses all the features that have made Meyer Apparatus distinguished in general hospital work. This equipment will handle *all radiographic work* that arises—and do it easily and *with greatest efficiency*.

You Need Not Be a Specialist

Besides bringing our equipment down to the *bed-rock* of *utter simplicity*, we assist beginners with the *Meyer System of Personal Instruction*. This valuable teaching of the *Meyer System of Radiographic Technique* will enable you to obtain *as good results as experienced radiographers*.

Send for *Bulletin 22* which thoroughly describes this No. 2 Apparatus. We are in position to give you impartial suggestions regarding the layout of your entire x-ray work. *Write us today.*

The Wm. Meyer Co.

822 W. Washington Blvd., Chicago

following points be recorded in the physical examination: apparent age, height, weight, posture, chest and abdominal circumference, condition of teeth and gums, eyes, ears, the vision in all industries involving eye work, the condition of the heart, lungs and abdominal viscera, the condition of the spine, articulations and extremities. Keeping the record is simplified by checking each space for these observations when the findings are normal, and noting in a column of their own, deviations from the normal. In this way, tabulations from such records are readily made.

REPORTS OF SICKNESS

Vital statisticians all agree that it is the amount of sickness and not of deaths which gives the true index of the degree of sanitation in a community. The tremendous annual economic loss due to preventable illness in industries has been pointed out over and over again. There is no doubt that if weekly or monthly records of the morbidity causing loss of time among workers and the cause could be collected, great differences would be revealed in the amount of sickness in various industrial communities, according to whether the industrial and community environment were favorable or the reverse.

Your committee wishes by no means to imply that the sickness recorded by such means would necessarily be due to factory conditions alone; on the contrary, the very nature of the sickness losses might indicate that defective public health conditions were the cause.

It must, however, be remembered that illness from whatever cause, if preventable, represents a net loss to industry, and consequently to the nation. Industries, therefore, have quite as great an interest in the maintenance of community sanitation as they have in sanitary shop conditions, for it is evident that it avails little to surround the worker with healthful conditions in the shop if during his hours away from work he is exposed to the dangers of poor community environment.

Because probably rather more than one-fourth of the population belongs to the industrial group, it is evident that the collection of morbidity statistics in his large part of the nation would be of inestimable value, not to industry alone, but to health officials who are emphasizing the need for the collection of these statistics as a prerequisite to the maintenance of public health, but yet constantly bewail the fact that such statistics are extraordinarily difficult to collect.

ABSENCE MATTER OF RECORD

The collection by industries of such statistics would create an enormous addition at once to public health data, besides permitting analysis of the incidence of disease, so that the morbidity due to occupational diseases and to defective community conditions may be separated and analyzed, and proper measure instituted for their prevention.

The incidence of sickness among workers is al-

ready a matter of record in a number of industrial corporations, usually because of the existence of sickness benefit funds. Because absences are also a matter of record in practically all industrial establishments, it should not be difficult to record and determine the cause of the absence as well.

Your committee, therefore, recommends the general recording of morbidity in industry. Such morbidity should be divided into two parts, i. e., illness causing loss of time and illness not causing loss of time. The records of the latter should be kept at the works dispensary, in co-operation with the foremen of the various departments; the records of the former, by co-operation of the time department and the medical department.

The records should provide for the collection of the following data:

1. Industry.
2. Department of industry.
3. Occupation of the sick.
4. Nature of illness.
5. Total time lost.
6. Average number for the period in the department where sick was employed.

The percentage of absenteeism in industry, and by that I mean the percentage of absences of the average number employed, gives important information as to the general industrial conditions. It is evident that a low percentage of absenteeism means continuous employment with consequent high production—a contented and efficient personnel and a minimum illness. High percentages of absenteeism may be due to a high morbidity rate, industrial over-fatigue, unpleasant character of the work, abnormally high wages, excessive drinking and other factors.

REFLECTS INDUSTRIAL CONDITIONS

The percentage of absenteeism, therefore, reflects surprisingly the prevailing industrial conditions. It is, therefore, of importance both to the nation and to industry to reduce absenteeism to the lowest possible figure. This can only be possible by the institution of the practice of the general collection of these records, so that the causes for an unduly high rate of absenteeism may be studied and the proper remedies applied. Normally, under present industrial conditions, we may expect that approximately five per cent of the average personnel in any industrial establishment will be absent.

The record of absenteeism due to illness, combined with the record of general absenteeism, would give information of the very highest value, as it would enable one to determine:

1. The net loss to industry, due to illness as a whole.
2. The net loss due to preventable illness
 - (a) From industrial conditions.
 - (b) From community conditions.
3. The net loss to industry due to voluntary absence arising from causes other than illness.

Time Savers

Just now when dietitians and nurses have more duties than ever before, minutes count. Such helps in the kitchen, dining room, hospital ward or sick room as save minutes are surely worth accepting.

You may rely upon Jell-O as being one of these.

No cooking, no adding of sugar or other material, but everything ready for the finishing touch which is given in a minute.



LEMON JELLO

The easiness of the "process" of making gelatinous dishes from Jell-O has been a revelation to nurses in particular. The matter of *time* is one of very great importance, and so is the matter of finishing up a fine dessert or salad in a minute or two instead of half an hour or more.

Minutes Count

Not only do minutes count, but time spent in unnecessary "fussing" is worse than wasted, for it is attended with a desire to say bad words or kick something. When you have figured it out that time is saved by using the ready-made Jell-O for desserts and salads instead of "puttering" with different materials in attempts to get the same result, you will not need to be told that you save money too.

Cost Savers

For Jell-O costs only 10 cents a package, and that includes sugar and **everything**.

The 1918 Jell-O Book, just out, contains more new recipes than any has ever before and they are useful recipes. A copy of the book, beautifully illustrated, will be sent to you free if you will send us your name and address.

Jell-O is put up in seven pure fruit flavors: Strawberry, Raspberry, Lemon, Orange, Cherry, Peach, Chocolate.

10¢
a package

THE GENESEE PURE FOOD
COMPANY
LeRoy, N. Y., and Bridgeburg,
Ont.



PINEAPPLE BAVARIAN CREAM

"Saves HALF The Nurse's Time"

Prepares Hot Packs and Stoops in a jiffy! Light. Fluffy. Superheated!

"Sterilizes more articles in six hours than we had been doing in Two Days! Wouldn't be without for Double its cost."

The Gem—the ultra-sterilizer—has a dozen different uses. Prepares hot applications and dressings without wringing. Distills water. Sterilizes gauze and glass tubes. Built to handle blankets.

Only \$30.00 for the gas outfit. \$40.00 for electric. The biggest sterilizer value ever offered.

The packs are kept in an inner vessel thoroughly sterilized at 215° heat.

Two Weeks Free Trial.

Write for descriptive folder.



The Republic Mfg. Co.

1514 Prospect Avenue

Cleveland, Ohio

In making such reports of absenteeism, which would naturally be prepared by time departments, the following points should be recorded:

1. The industry.
2. Department of industry.
3. The average number on the payroll for the period.
4. The number of those absent.
5. Total time absent.
6. Percentage of time absent.

The value of the record would be increased if the causes of absence, besides illness, could be recorded.

LABOR TURNOVER

Your committee understand "labor turnover" to mean the number of men who must annually be hired in order to keep a working force at a constant numerical level. The cost of "hiring and firing" is one of the net economic losses to industry to which attention has been directed over and over again. There is no need to support the desirability of a minimum labor turnover by argument. It is well known that an excessive labor turnover constitutes one of the greatest bars to industrial efficiency. When labor turnovers are excessive there is always something wrong, although in many instances the industry itself is not to blame. Whatever the condition at fault, both the nation and the industry are entitled to know it, so that by study and co-operation needful remedies may be applied.

Your committee, therefore, recommends that records of labor turnover be kept for the purpose of aiding in the improvement of industrial conditions. As in the case of previous records, these should be kept for weekly or monthly periods, should give the industry by name and department, the average number on the payroll for the period under consideration, the number entering and leaving employment and the percentage these form of the average number. In this way we are enabled to separate establishments which are expanding their departments and thus employing additional help from those in which replacements are excessive.

Such, then, are the records the keeping of which by industry as a whole would give us a type of industrial vital statistics which if intelligently used as a basis for remedial measures could not fail enormously to improve the general efficiency of industry.

Hospitals at Munition Works

The subcommittee on industrial diseases, poisons and explosives of the Council of National Defense met at the Hotel McAlpin in New York recently, when it formulated recommendations for presentation to the Council of National Defense. The recommendations provide that all munition plants shall establish hospitals for the care of their employes, and restaurants in which the workers may eat under sanitary conditions. It is also recommended that the work in the plants be so regulated that the works do not come in direct contact with nitro and amido compounds.



HOT-AIR BLOWER
Price \$17.50

Complete Apparatus for the Treatment of Burns by means of Resinous Wax Preparations

Special prices of Resinous Wax in quantities

Special sheet cotton for covering surface of burn—100 sheets to box, \$1.50 per box.

Feick Bros. Co.
807 Liberty Ave.
Pittsburgh, Pa.

Complete Equipment for First Aid and Emergency Hospitals



Paraffine Atomizer
Price \$12.00

SPECIAL

CLINICAL THERMOMETERS

PERFECT HOSPITAL INSTRUMENTS

Our clinical thermometers have acquired a reputation the country over, among physicians and hospitals, for speed and accuracy. Tested by U. S. Govt. standards, every instrument is certified and guaranteed. They register correctly in one minute and "shake down" easily and quickly.

In the face of an unprecedented demand by the U. S. Govt. and the Red Cross, we are still offering our clinical thermometers at prices considerably under the market.....

Special rectal thermometers, with pear-shaped bulb—Per dozen, \$8.00; per gross, \$90.00.

PER DOZEN

\$7.50

PER GROSS

\$84.00

Hospital name etched on instruments on orders of 1 gross or more.

So certain are we of the unfailing satisfaction that our clinical thermometers will give that we agree to replace any instrument found unsatisfactory in any way.

WOODS HOSPITAL SUPPLY, Inc.

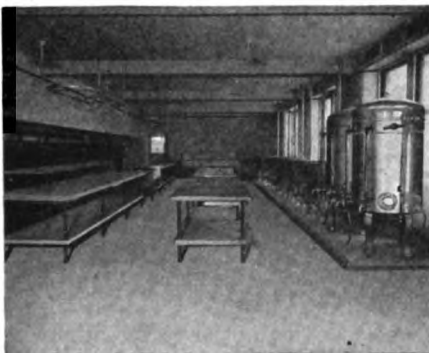
MANUFACTURERS' AGENTS

180 N. MARKET ST.,

CHICAGO

GET OUR PRICE ON "TAX FREE" ALCOHOL

Complete Kitchen and Lunch Room Equipment



We specialize in the complete or partial equipping of Hospital Kitchens or Lunch Rooms for Industrial Establishments. We can furnish individual articles or we can make the complete installation, covering every item required to operate successfully a kitchen or lunch room of the most up-to-date type. If



you are planning a kitchen or lunch room, whether large or small, whether entirely new equipment is wanted, or only a few improvements, let us figure with you. We can give you what you want at minimum cost and can save you time. We invite correspondence which will be given prompt and careful attention.

NOTE: We are the largest Hotel and Restaurant supply house in the country. We outfit these establishments complete. Because of this fact we are in a position to supply a large part of the equipment and furnishings required by General Hospitals and Welfare Departments in Industrial Establishments. Our line includes China, Glassware, Silverware, Furniture, Refrigerators, Carpets, Rugs, Institution Furniture and Bedding, Surgeons', Internes', Nurses' and Patients' Clothing, Kitchen and Bake Shop Equipment and Utensils, Laundry Equipment, Ice Crushers and Tools, Ice Cream Makers' Supplies, Water Coolers, Rest and Recreation Room Furnishings, Office Furnishings and Supplies, Wash Room Equipment, Janitors' Supplies and many other lines.

✉ WRITE FOR CATALOG



ALBERT PICK & COMPANY
208-220 West Randolph Street, Chicago, Illinois

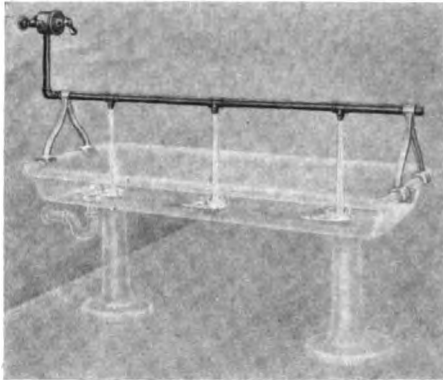


NOTE: When you write or call please mention that you saw our advertisement in Hospital Management.

Industrial Fixtures with Niedecken Mixer



Niedecken Industrial Shower \$23.00



Factory Wash Sink with Niedecken Mixer Control

The **Niedecken Mixer** is pronounced by experts as being the most perfect device on the market

Note! We can furnish the Niedecken Mixer so that it can be supplied direct with steam

Hoffmann & Billings Mfg. Co.

Milwaukee, U. S. A.

WRITE FOR BULLETIN H M-15X

Nurse in Book Bindery

Accidents and Illnesses Promptly Cared
For in Hospital and Rest Room of Plant

By Mrs. Jane C. Williams, Employment Manager,
Plimpton Press, Norwood, Mass.

The management of the Plimpton Press, realizing that a large part of the workers' lives is spent within the factory, endeavors to make the surroundings acceptable. The workrooms are high, and there is no crowding of workers; in fact, more space is allowed to each person than usually is found in offices or classrooms. This fact of ample room, especially around each machine, accounts in large measure, we believe, for the low percentage of accidents.

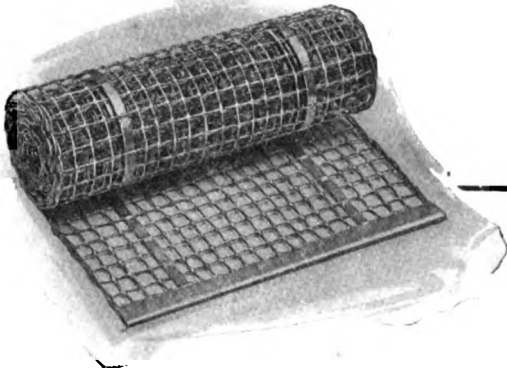
The workrooms are well supplied with windows and these furnish proper light and ventilation. The entire lighting system, both natural and artificial, has been studied by experts, and workbenches and machines are so arranged that no eyestrain can result to the workers.

The nature of the work is clean and there is an ample force constantly at work to keep the factory clean. This effort meets with much approbation on the part of the people, who readily complain of any omission. The lighting, ventilation, and cleaning are a part of the responsibility of the factory nurse.

A trained nurse is in charge of the hospital, including an office, a rest room, and a surgical room, located in the central part of the factory. Here all accidents and illnesses are cared for. The accidents consist chiefly of minor cuts and bruises, and since these are given proper care at once, the danger from infection is minimized and very little time is lost to the worker because of accident hazards. The book-binding industry, owing to its use of heavy machinery, is not as a whole free from maiming injuries. The low percentage of such injuries which we have experienced in the last eight years we believe is due to the following causes: Proper lighting, ample work space, guarded machinery, care in selection of operators, and freedom from hurry.

In addition to the first-aid service, the nurse performs much preventive and educational work in the plant and social service in the community. The personal contact resulting from the various activities of the service department has made it possible to get in touch with home conditions. The visiting of homes was brought about gradually and at first only by the expressed wish of the individual. Now such visits are welcomed and the nurse visits all who are away from work more than one day.

The results of the work of the nurse can not be overestimated. She has greater opportunities for close relations with workers than has any other person. When her vision is broad, she brings about sympathy between the employer and employee.



EXCELSIOR FIRM-FLEXIBLE UNIVERSAL WIRE GAUZE SPLINT can be molded by fingers

The Excelsior Splint marks a notable improvement in modern surgery. It has received its most gruelling test in war service. Many hospitals are now using it with splendid results for acute swelling, fractures, etc.

Always fits snug and retains its shape. Easily and quickly molded by hand to fit any part of the body. Affords complete protection, and immobility to the part to which it is applied.

The best dealers have it in stock. Write to us for literature.

Wright Wire Company
Worcester, Mass.

Branches: Boston New York Philadelphia Chicago San Francisco

Full stock carried by the following dealers:

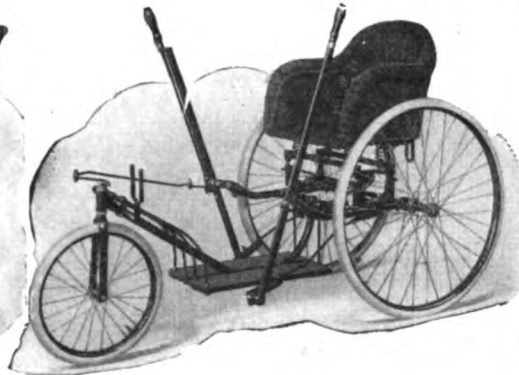
Massachusetts—Moore & Company, Inc., Worcester.
Pennsylvania—Charles Lents & Sons, 31 South 17th St., Philadelphia.
Illinois—Sharp & Smith, 155-157 N. Michigan Boulevard, Chicago.
Minnesota—Standard Medical Supply Co., 1008 W. Lake St., Minneapolis.
Michigan—The J. F. Hartz Co., 103-105 Broadway, Detroit, Mich.
Nebraska—The W. G. Cleveland Company, 1410-12 Harney St., Omaha.
Ontario—The J. F. Hartz Co., Ltd., 24-26 Bayview St., Toronto.
Texas—Kirby Instrument Company, 1817 Main St., Dallas.
California—Wright Wire Company, 111 Townsend St., San Francisco.
Oregon—Woodward, Clarke & Company, Portland.
Washington—W. C. Newton, Spokane.

"Worthington Quality" Line



"John Hopkins" Hospital Special
No. 321-B

Ball-bearing bicycle wheels. One-inch cushion. Rubber tires. All metal running gear frames. Patented adjustable foot boards.



Princeton Model K-10

Extra strong bicycle wheels. Tires 1½ cushion rubber or 1½ pneumatic. Patented adjustable levers, foot boards or treadles, and seat adjustable to any position or reach.



The "Solid Comfort" No. 9940-A

The body is full floated on elliptical springs. Semi-swivel front wheels. The easiest-riding and easiest-operated push chair made.

Chairs For Invalids—Machines For Cripples

The most complete and up-to-date line in the world. Ask for Catalog No. 20

The Colson Company, Elyria, Ohio, U. S. A.

For Every Emergency Station

CASTLE

There is a CASTLE Sterilizer for every first-aid or industrial hospital, as well as complete equipment for general hospitals. Every need and service can be supplied. Many new designs have been added.

"CASTLE-ROCHESTER" STERILIZERS

Everything from a small instrument sterilizer to an elaborate outfit for taking care of the requirements of the biggest institution. We are specialists in equipping hospitals with sterilizing apparatus. Tell us your needs and we will recommend the right kind of equipment.

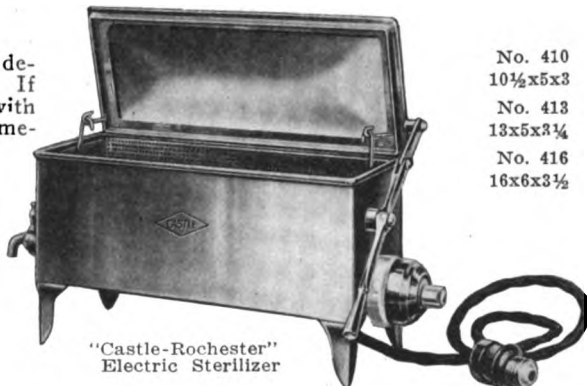
Write for Prices

Send for complete illustrated catalog describing full line. Get our quotations. If your dealer cannot supply you with CASTLE equipment write to us for immediate attention.

Wilmot Castle Co.

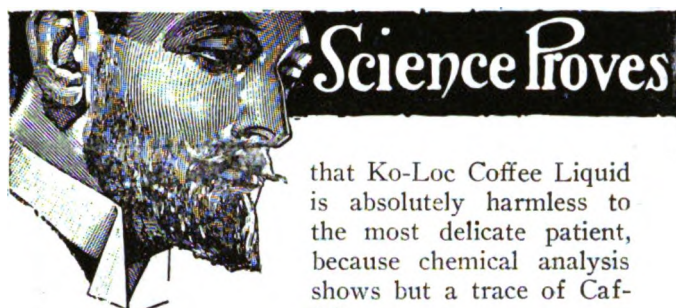
804 St. Paul St., Rochester, N. Y.

Makers of the Largest Line of Sterilizers for Hospitals, Physicians, Dentists and Laboratories.



"Castle-Rochester"
Electric Sterilizer

No. 410
10½x5x3
No. 413
13x5x3¼
No. 416
16x6x3½



that Ko-Loc Coffee Liquid is absolutely harmless to the most delicate patient, because chemical analysis shows but a trace of Caffeine.

Yet the taste, aroma and color of delicious Ko-Loc are exactly similar to Caffeine—Poisoned Coffee!

Dietitians Find KO-LOC Invaluable

not only as a time, labor and money-saver when used as a beverage, but as a most delightful flavor for Puddings, Ice Cream, etc: Costs less than Coffee.

Order a gallon of Ko-Loc today—try it a week—if it fails to please send it back—no cost to you. \$3.10 a gallon. F. O. B. Laboratories, Ford City, Pa.

Write for booklet

KO-LOC LABORATORIES
Jenkins Arcade, Pittsburgh, Pa.

Regulate the Light Sun and Ventilation

The admirable adjustable features of the Draper Shade permit you to fasten it firmly at any height on the window.

By its simple regulation you can keep out the sun while letting in the light, or you can let in the sun to any degree desired.

The DRAPER
Cotton Duck Adjustable
WINDOW SHADE

—durable, simple and practical. All hospitals should have it. Many styles. All methods of adjustment. A trial of one will make you equip all windows.

LUTHER O. DRAPER SHADE CO.
Spiceland, Ind.

Write today for detailed information and prices.

Choosing a Welfare Worker

Health, Balance, Courage, Patience and Tact Are a Few of the Requirements

By Elizabeth A. Hyde

[Editor's Note: The following is from an article on "Social Betterment Work Among Employes' Families," published in the January, 1918, Monthly Review of the United States Bureau of Labor Statistics, of which Mr. Royal Meeker is commissioner.]

The character of the person charged with such welfare work as requires family visiting or other intimacy is of utmost importance. Health, balance, courage, patience, sympathy and infinite tact are essential. The wisdom of the worker's having a time and place on which no one may intrude, and occasional leave of absence for refreshing and stimulating contact with other social workers and with the outside world, is undoubted. There may be great harm in work done half-heartedly or in a haphazard way; consequently it is of first concern that the workers keep fit.

The experienced welfare worker or nurse may be intrusted with a small relief fund not too closely scrutinized, and frequently may be consulted with advantage regarding proposed dismissals or other harsh measures. Where the labor turnover is considerable, she may, by her census of families, keep the management informed on many things of significance. Even when supported largely by outside agencies, such as a church mission, the worker should co-operate as closely as receives response with the management of the industry.

A tactful visitor to the homes may, through her knowledge of wages and income, suggest a wiser expenditure, more careful housekeeping, or—conversely—the retention in school of a child of legal working age, or the return to home work of an employed mother. She may interest the families in co-operative buying; stores conducted under this system exist in several of the industrial communities reported and co-operative buying of one or more articles of large consumption is practiced in many others.

Work of great value is being done in teaching the nursing of the sick, the care of babies, the wholesome preparation of food, the economical making and repair of clothing, the cleaning and ventilating of the home. The first and second named are universal needs, while ignorance of good cooking is especially prevalent among certain classes. According to the schedules, sewing is more generally taught than is cooking, perhaps because the latter requires a more elaborate equipment and frequently forms part of the public-school work. A wider use of the sewing machine should be encouraged as more practical than handwork after the rudiments have been acquired, and young people can thus be interested in making simple clothing.



If germs were as big as rabbits—

If germs were as big as rabbits, absolute cleanliness and sterilization would be unnecessary.

But because they are only visible through the most powerful microscopes—that is why germs are so dangerous.

They are like an ever-present, unseen foe—ready to strike without the slightest warning.

Hospitals and sanatoria of all kinds realize the danger of infection even through the medium of dishes, glasses, knives and forks.

That is why hundreds of institutions wash all of their dishes in Crescent Dish Washers.

The Crescent not only washes all of their dishes absolutely clean, but it also facilitates sterilization to a high degree.

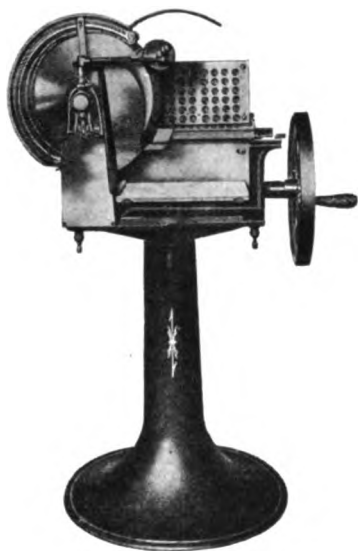
That is why the Crescent is used and endorsed by Mount Sinai Hospital, in Cleveland; Wills Hospital, in Philadelphia; Morris County (N. J.) Tuberculosis Hospital and hundreds of others.

Send for our illustrated booklet. It has an interesting message for you.



BROMLEY-MERSELES MFG. CO., Inc.
215 West Superior St. CHICAGO

SEE HOW COMPACT, CLEAN AND SANITARY THE CRESCENT IS. NO OPEN TANKS—NO WET, SLOPPY FLOORS—NO DISAGREEABLE ODORS.



DON'T WASTE YOUR MEAT!

Do away with hand slicing and install the American Slicing Machine. You then will have uniform slices of even thickness.

You can slice any kind of boneless meats—hot or cold.

You can cut to the very end of the meat—and utilize every particle.

**30% to 50% More Slices
to the Pound**

Let us tell you how you can do it. Send the coupon for full particulars—and we will tell you how you can cut down your meat costs.

American Slicing Machine Co.
209 South State Street, Chicago

American Slicing Machine Co.,
Chicago, Ill.

Gentlemen:—Please mail us catalog and give particulars about your cash discount and easy terms.

Name

Address

Safety and Reduced Post-Operative Expense

The call to war has reduced the nursing staffs of many hospitals to below normal. Quick recovery and discharge of patients is vitally important as a means of reducing post-operative expense.

S. S. White Nitrous Oxid and Oxygen Surgical Equipment

helps solve the problem. Equally efficient for minor operations or for prolonged surgical anesthesia—with less shock, less mortality, quicker recovery and discharge.

S. S. White Nitrous-Oxid-Oxygen Equipment possesses several features which appeal to the anesthetist. Fully described and illustrated in Catalog "R," mailed free on request.

S. S. White Nitrous-Oxid, and Oxygen, manufactured at our Staten Island Factory by the most approved methods, are always reliable. For sale at any Surgical Supply House.

THE S. S. WHITE DENTAL MFG. CO.

"Since 1844 the Standard"
PHILADELPHIA

Cutlery Trade is Studied

Hazard to Health of Workers, Due to Dust and Gases, Analyzed in Survey

Dangers to the health of workers in the cutlery industry, due to mineral and animal dusts, fumes and gases, and to faulty illumination, have been studied by the State Board of Labor and Industries of Massachusetts. A relatively high mortality from tuberculosis is attributed largely to these conditions.

The conclusions reached regarding the dust hazard, following a survey of the methods of manufacture, are as follows:

A dust hazard exists in those rooms or departments where dry grinding and polishing are done. Mechanical exhaust has been provided in all of the factories investigated, decreasing the dust hazard to a marked degree, but will permit of great improvement.

All dry grinding and polishing wheels should be carefully hooded and connected with an adequate blower system. The hoods should be so designed and placed as to catch the dust as it is thrown from the wheels, and immediately guide it into the branch pipe opening.

Hand holes should be made into the main suction pipes at frequent intervals along their length to permit of frequent cleaning. Systematic cleaning and overhauling of the exhaust systems should be practiced.

The operatives should be educated to properly use at all times the dust-elimination devices installed for their protection, and to realize the hazard to their health resulting in their failure to follow these precautions.

The education of the employers as to the hazards to which grinders and polishers are subjected, and the necessity of improving the present exhaust installations, are essential.

"Speeding Up" Causes Accidents.

According to claim investigators of the Ohio State Industrial Commission, speeding up of industrial activities on account of the war has caused a higher death and injury rate in Ohio. Death awards alone aggregated \$42,197 in a recent week, more than any previous week in the commission's history. Compensation was granted for seventeen deaths.

Ruling on Compensation.

Compensation for full period of recovery from fractured leg was allowed by Industrial Commission of Oklahoma, denying plea of insurer that workman's convalescence was protracted by a chronic disease. Commission ruled that where it is established that injury aggravates a diseased condition, compensation will be granted.

Dr. McCurdy in Active Service.

Dr. Royal B. Dobbins is acting chief surgeon of the Youngstown, O., Sheet & Tube Company, during the absence of Dr. Sydney J. McCurdy in war service. Dr. McCurdy, who was commissioned a captain in the Medical Section of the Officers' Reserve Corps, is now at Camp Mills, serving as adjutant of Base Hospital Unit No. 31, which was organized in Youngstown.

Removes Its Offices

The general offices of the Bromley-Mercedes Mfg. Company have been removed from 1328 Broadway, New York, to 215 West Superior street, Chicago.

NURSES' OUTFITTING ASSN INC
425 Fifth Avenue at 38th Street-New York

READY TO WEAR

Colored Uniforms	from \$2.35
White Uniforms	from \$3.00
Caps	from .15
Collars	from .15

*Cuffs, Aprons, Bibs
Surgical Gowns at
Moderate Prices~*

ALSO
MADE TO ORDER

Send for Catalog A I

STANLEY LAUNDRY SUPPLIES for HOSPITALS and INSTITUTIONS

OUR "Service" is Nation-wide—for over sixty years we have served the Laundry Departments of Leading Hospitals and Institutions.

Stanley Prices. Buying from us is a money-saving proposition for the Hospital. We have both the plant, capital and purchasing power to sell quality supplies at lowest prices.

Stanley Quality. No order ever leaves our plant unless it is 100 percent perfect. No shipments are made unless we know they are the best that can be sold for the price. Buy from Stanley and get quality first.

Stanley Deliveries. On the majority of goods, orders received in the morning are filled and shipped the same day—an important service for Hospitals. We always carry full stocks, which means getting your Supplies when you want them.

Stanley Service. We give orders and inquiries from Hospitals prompt and intelligent attention, interpret your orders carefully, and look out that no mistakes occur. Reap the advantages of Stanley Service—it is devised to meet the special and exacting needs of Hospitals and Institutions.

NO Hospital or Institution can afford to place an order for Laundry Supplies without first securing Stanley prices. A postal, telephone call or wire will show the Stanley power for purchasing and selling high-grade Laundry Supplies at lower than market prices. Not only do we buy and sell at unusually low prices, but as manufacturers of Soaps, Soap Powders, Cleansers, etc., we are daily showing the Purchasing Department a big percentage saved on every dollar.

ALL AMERICAN LAUNDRY BLUE Made entirely from Domestic Materials and gives equal results with before-the-war imported Blue. Guaranteed for strength, yet sells at a price that makes it the most economical Blue a Hospital can use. Returns blood-stained or acid-stained linen white and fresh-looking, and has no equal for general Hospital use.

All American Laundry Blue, \$6.00 lb.

STANLEY BUTTONS AND PINS In BUTTONS we carry a large stock of all styles for immediate delivery, including Buttons for Nurses' Aprons, Operating Coats, etc. Get our prices.

Stanley PINS are especially adapted for Hospital use. Durable and will stand hardest wear. Stanley Helmet Safety Pins are heavy and have a very long spring, withstanding severe strains.

FLEXINE STARCH Get Stanley prices on starch. Flexine is guaranteed absolutely pure and takes the place of any combination. Although full strength, it will not harm the most delicate fabrics.

Send all inquiries to

**Stanley
Laundry Supply Co.**
628 West 30th Street
NEW YORK

Selling agents for J. B. Ford's Wyandotte Yellow Hoop Soda. Also manufacturers of Soaps, Soap Powder and Cleansers.



Do YOU Know

Fibrotta

It is a wonderfully durable material—better than wood or metal. And in the long run it is *always* cheaper.

Whoever buys hospital supplies will find it economical and highly satisfactory.

“Fibrotta” will not swell, warp, leak or rust. It has a hard, smooth surface, impervious to moisture. It lasts for years.



Chamber 

Two of our articles made of “Fibrotta” are illustrated. The “Star” pail has for years been the standard of pail excellence.



The “Star” Pail

The “Fibrotta” Chamber is light and strong. The rim will not split or chip, leaving sharp edges.

Why not write for our latest catalog today? Your letter will be answered promptly.

CORDLEY
COOLER
8 Leonard Street

& HAYES
HEADQUARTERS
New York City

Seek Work for Disabled

Pennsylvania Begins Study of Industrial Opportunities for Reconstructed Wounded Soldiers

In view of the efforts of the Government along the line of reconstruction of wounded soldiers and sailors, it is of prime importance that industrial opportunities for these men be studied and made available. The Department of Labor and Industry of Pennsylvania, through Lew R. Palmer, acting commissioner, has undertaken work along this line, and has sent an appeal to manufacturers in that state asking that information be supplied regarding the work now being done by men who are physically handicapped.

In his letter Mr. Palmer says:

One inevitable effect of the war will be the disabling of officers and enlisted men of our armed forces by either wounds or disease.

It is the purpose of our Government to establish a number of hospitals in which the reconstruction of disabled soldiers, sailors and marines will be accomplished so far as is possible, and where artificial appliances will be fitted to these cripples.

When these men are physically able to return to the ranks of industry, it is absolutely essential that they be given suitable employment.

Experience has shown that many occupations in varied industries are now filled in a thoroughly competent manner by individuals who have had the misfortune to be handicapped as a result of either injury or disease.

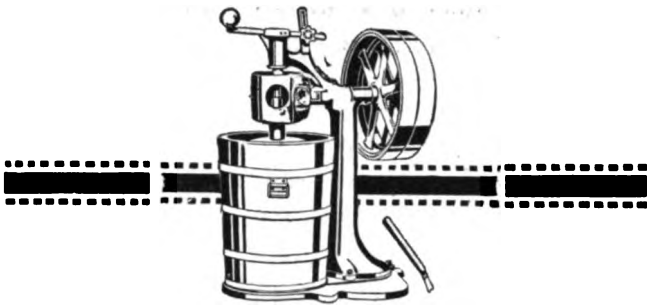
In order that the State of Pennsylvania may co-operate and be of maximum service to the Federal Government, it is requested that you answer, as a patriotic duty, to the best of your knowledge, all questions on the accompanying questionnaires, and mail them to the Bureau of Employment, Department of Labor and Industry, Harrisburg, Pa.

On the questionnaire the employer is asked to indicate the number of handicapped men he will be in a position to make use of. These positions are classified according to the disability, the type of work or machine operation and the number of available positions. The disabilities indicated cover such matters as loss of fingers, hands, arms, feet, legs, etc.; stiffness of fingers, wrist joints, elbow joints, shoulder joints, knee joints, etc.; blindness, deafness, loss of speech, repulsive facial disfigurements and hernia.

Another section of the questionnaire is devoted to indicating the number of positions at present filled by crippled employes. The information sought in this connection is classified under the following headings: nature of disability, sex, when disabled, present age, previous occupation, degree of success, present weekly wage, education previous to injury, education or special training for present occupation, what artificial appliance is used, and nature of work done.

Children's Hospital in France

A report from France announces that the American Red Cross has opened a children's dispensary in a garage which is now the American Children's Hospital.



Don't Waste Labor!

Make Your Ice Cream by Power

At small cost you can manufacture ice cream, sherbets, frozen custards and other appetizing dishes with the Cherry Power Freezer. No labor required. You can save considerable expense. You can have all the ice cream you want.

All Sizes—See Catalog

Making ice cream by hand is time-wasting and expensive. Hospitals should use Power Freezers. Cherry Freezers are built in all sizes to suit your exact requirements. Send for free catalog and see for yourself.

J. G. Cherry Company
Cedar Rapids, Iowa

Great Food Saver

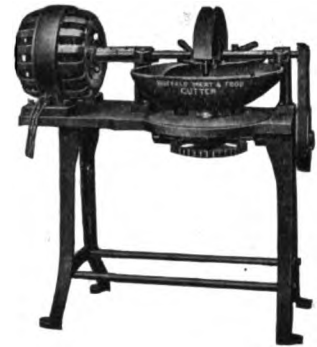
Saves \$50 to \$200 per month on Meat Bills. New Meat, Food and Vegetable Chopper which cuts the Meat, Vegetables and Food fine, without mashing or tearing them.

Saves the juice and all nutritive qualities of the food. Saves 200% to 600% of time and labor.

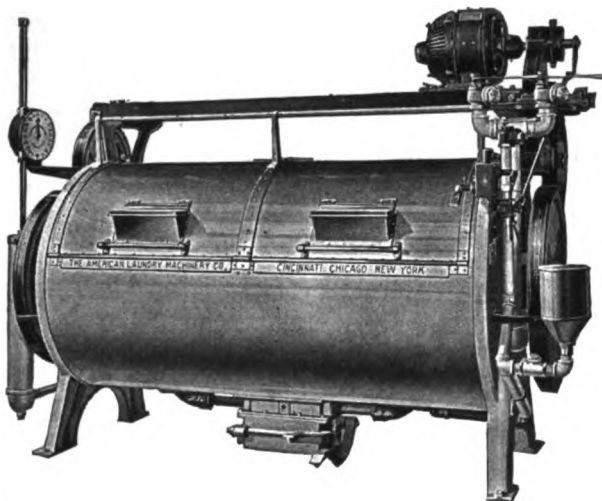
Makes the finest Sausage Meat out of your tough and cheaper cuts of meat. Utilizes left-over meat and foods by converting them into hash, croquettes, salads, hamburger steak, veal loaf; vegetables for soup.

This machine will pay for itself in a few months. No kitchen complete without it.

Write for catalogue and prices.



John E. Smith's Sons Co.
Buffalo, N. Y.



A Washer That Pays Its Way

With labor scarce and high priced—with materials soaring to unheard of levels, the Cascade Washer is a most profitable war time investment.

With it one operator can wash from two to four times as many clothes than with an ordinary Washer—and quicker.

The scientific construction of the Cascade makes possible not only the use of less water and power in washing, but far less soap, bleach and soda are needed.

The cost of this Washer speedily comes back in operating economies. It pays its way.

You can verify these claims by your own investigation.

May we send you the evidence?

The American Laundry Machinery Company

New York

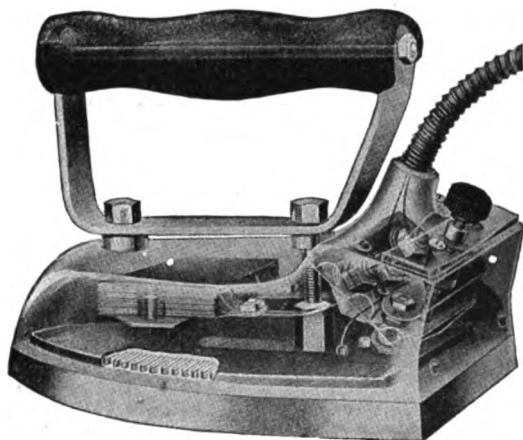
Cincinnati

Chicago

San Francisco

CANADIAN FACTORY: The Canadian Laundry Machinery Company, Ltd., Toronto

"THE IRON WITH SELF CONTROL"



Phantom View Showing Interior of Iron

A Turn of the Key Does It

It works automatically, delivering exactly the heat you need, no matter how heavy or how light your ironing. Any temperature between 300 and 600 degrees F. can be maintained.

It Saves Current

Because when the desired temperature is reached the iron itself automatically shuts off the current. It gives an even flow of heat to all parts of the ironing surface, and will not burn out.

It Saves Time

Because the irons can be heated before the ironers arrive, morning or noon.

Especially Suitable for Hospital Use

Sold Exclusively by

The Fry Brothers Co., Dept. H
105-115 E. Canal Street
CINCINNATI, O.

*Everything for the Laundry Department—
Soap—Starch—Soda—Supplies.*

THE FRY BROS. CO., Dept. H,
Cincinnati, Ohio. Date.....1918

Please ship at once—

.....7 lb. Automatic Electric Irons @ \$7.00 each.

.....9 lb. Automatic Electric Irons @ \$8.50 each.

Voltage..... Current.....

Name

Address

Administration of a Military Hospital

(Continued from Page 15)

The equipment of the hospital kitchens is furnished by the supply officer on requisition. The mess officer does all of his own buying of provisions, going into the local market for most of them, but getting some of his supplies from the Quartermaster's Department. He maintains a central store-room, where staple goods are carried in quantity, together with store-rooms at all of the various kitchens, where supplies for current needs are taken care of.

There are no less than six separate messes at the base hospital, and each of these has its own kitchen and dining-room, with all that this means in the way of equipment and supplies. There is the main or general mess, in which are fed convalescent patients and such members of the medical detachment as are actually on duty in the hospital.

Then there is the officers' mess—a very attractive and home-like atmosphere being in evidence here—where officers on duty in the hospital are fed. Next is the nurses' mess, with a separate mess for nurses on duty in isolation wards. Patients in these wards also have their own mess. The sixth mess is for men of the medical detachment who are employed otherwise than on duty in the hospital proper. These include chauffeurs, ambulance orderlies, carpenters and other men used in maintenance work.

There is little or no difference in the character of the food served at these messes. The officers' and nurses' messes are possibly served a little better, but the quality of the food throughout the hospital is high.

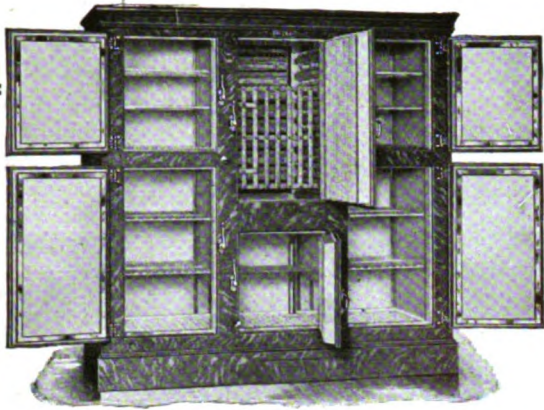
EQUIPMENT OF KITCHENS

The kitchens are well equipped. In the main kitchen, providing the general mess, mechanical refrigeration is used, and a number of mechanical devices have been installed, such as a Crescent dish-washing machine, American potato parer, etc.

Patients who are unable to use the general mess are served through the diet kitchen, which is in charge of Miss Helen A. Aldrich, an expert dietitian, who has had experience in general hospital work. She has under her two cooks, enlisted men. Each ward sends a list of its diets, including regular and special, to the adjutant, who o.k.'s it and sends it to the dietitian.

The food is placed in carts equipped with hot water pans, and is transferred from these to steam tables located in the wards. The distance from the diet kitchen to the various wards is considerable, as the buildings cover a lot of ground, and hence the problem of keeping the food warm is no small one; however, the results secured under this plan have been good. The nurses on the wards arrange the trays and serve the patients.

Laundry service is one thing that the hospital does not handle itself. Arrangements were made with a Rockford company to provide 24-hour serv-



Prevent Waste of Foods

Mr. Hoover says Hospitals can help win the war by preventing waste of foods and using left overs.

MCCRAY SANITARY REFRIGERATORS

prevent waste and spoilage and keep foods fresh, delicious and free from taint.

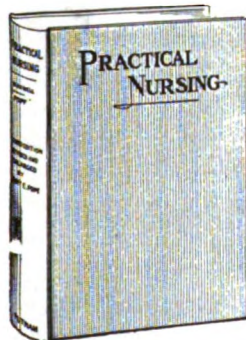
They are used in the best Hospitals and Institutions and wherever perfect refrigeration is demanded.

Sned for These Catalogs

No. 51 for Hospitals and Institutions.
No. 93 for Residences.

McCRAY REFRIGERATOR CO.

867 Lake Street KENDALLVILLE, INDIANA
Agencies in All Principal Cities



**120,000 Copies
Printed**

PRACTICAL NURSING

by

Anna Caroline Maxwell
Supt. of Presbyterian
Hospital
School of Nursing,
and

Amy Elizabeth Pope
Instructor in the
Presbyterian Hospital
School of Nursing

Third Edition
Re-written and Enlarged
ILLUSTRATED
Cr., 8 mo. \$73 pages
\$2.00 Net
Postage additional

THE SCHOOL NURSE

A survey of the Duties and Responsibilities of the Nurse in the Maintenance of Health and Physical Perfection and the Prevention of Disease Among School Children.

by

Lina Rogers Struthers, R. N.
Graduate of Hospital for Sick Children, Toronto, Can.; Post Graduate of Royal Victoria Hospital, Montreal, Can.; Supt. of School of Nurses, New York City, 1902-1908, etc.

With 24 Illustrations

Price, \$1.75 net.

Postage additional.

*Adopted by the Board of Education, Chicago, Ill.
Educational Department*

G. P. PUTNAM'S SONS
2 WEST 45th ST., NEW YORK CITY



Our Doctor Friends

Suggested this Bran Food

They found clear bran too uninviting. People would rarely continue.

They regard ground bran as inefficient. They wanted bran flakes.

So we took a famous wheat dainty—Pettijohn's—and made a bran food of it. Now these flavory flakes hide 25 per cent unground bran.

When we announced it, thousands of physicians wrote us for samples of it. And now people are serving about a million dishes weekly, largely by doctors' advice.

We believe that Pettijohn's Flakes and Pettijohn's Flour will solve the bran-food problem to your satisfaction.

Pettijohn's

Rolled Wheat with Bran Flakes

Soft, flavory wheat rolled into luscious flakes, hiding 25 per cent of unground bran. A famous breakfast dainty.

Pettijohn's Flour is 75 per cent fine patent flour mixed with 25 per cent tender bran flakes. To be used like Graham flour in any recipe; but better, because the bran is unground.

The Quaker Oats Company

Chicago

(1755)

Food Economy In War Time

Teaching it by

New Colored Food Charts

They are simple in conception and arrangement, bold and convincing in appearance.

Six large charts, each 42 x 33 inches, boldly colored, and showing diagrammatically the proximate principles contained in some typical articles of food.

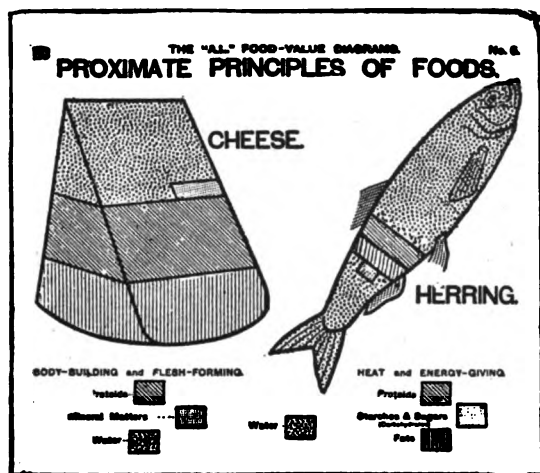


CHART No. AF5

Every Nurse Training School should have these charts and our other charts on Anatomy, Physiology, Health, and Hygiene.

All Ready for Immediate Delivery

Check items that interest you,
cut out coupon, and mail.

- ☐ 6 Food Charts.
- ☐ 6 Health and Hygiene Charts.
- ☐ 8 Anatomy and Physiology Charts.
- ☐ 28 Models on Anatomy.

H. M. 2-18

Name and Office.....

Hospital

Town and State.....

Denoyer-Geppert Company
PUBLISHERS

460 East Ohio Street

Chicago

ice, and all of the linens and wearing apparel are turned over to it. The clothes, not only from the contagious wards but others as well, are disinfected before being sent to the laundry, a big American disinfector being used for this purpose.

TELEPHONE EXCHANGE AND POSTOFFICE

The hospital has its own telephone exchange, with forty-two stations, all of the wards, officers' living quarters and administration offices being connected in this way. Every call to a patient must pass through the adjutant's office first, in order that the men may not be needlessly disturbed.

There is also a hospital postoffice, which has quarters in the same room with the telephone exchange. The mail is assembled by wards, the names of patients and number of ward being furnished by the registrar's office. Ward orderlies call for and distribute this mail.

In common with other base hospitals, that at Camp Grant is laid out on the pavilion plan, one-story frame buildings being connected with miles of covered corridors. The latter have occasionally been used for overflow purposes, temporary partitions being put up, stoves installed, and beds and other equipment converting them into practical wards for convalescents. At present, however, the hospital has a capacity of 1,290 beds, and on February 5 the number of patients in the hospital was 803, so that it is probable that the present facilities will prove adequate, as the maximum number of men is now in camp.

The graphic chart in the office of Maj. Michie shows that the number of patients increased in direct proportion to the increase in the number of men in camp. However, there has been a decline recently, and in view of the fact that contagious diseases seem to be well in hand, the hospital population is due to drop off in the next few months.

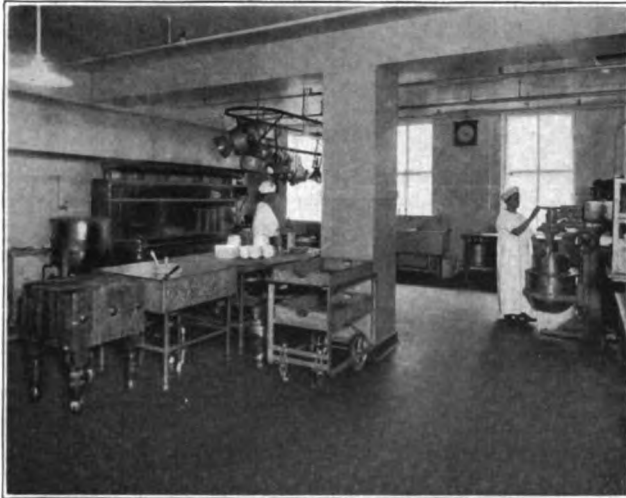
"This is a real hospital," said Adjutant Elliott, who accompanied the writer on an inspection tour, and kindly explained all of the details of base hospital organization and management. "We are not playing here, but are doing good, honest work. We want civilian hospital people, as well as the public, to realize that we are here for business, and that we are in earnest about it. We have the equipment, the personnel and the methods, and there is no reason why the hospital should not do just as good work as it is possible to accomplish anywhere."

And, from all indications, it is doing it.

Hospital for Crippled Children

Ohio is planning a state hospital for crippled children, and at a recent conference between orthopedists and the hospital commission it was decided that the hospital should start with a limited number of patients, and broaden slowly. After operation patients are to be retained for education to fit them for useful work thereafter.

Make Your Kitchen Sanitary



A Sanitary Kitchen Floor.

Secure our price by sending us the sizes of space you contemplate covering and samples with price and full information will be supplied free.



F. R. Muller & Co.
839 Madison St., Waukegan, Ill.



The Army of vermin which is now about to incubate and go over the top will begin its annual spring attack upon your kitchen with the coming warm weather—SO BEWARE AND PREPARE.

Do away with that dangerous roach powder nuisance in your kitchen.

Your worn out kitchen, pantry or bakery floors can be made vermin proof, sanitary and fire-proof at a minimum expense and with practically no inconvenience by covering it with ASBESTONE as though it were a sheet of hard rubber from wall to wall.

Any cement finisher or plasterer can lay ASBESTONE. Ask your local contractor to communicate with us for particulars.

HOW TO BUY LINENS

The matron of a big hospital once told us that her plan in buying supplies was to buy just as she would for a big family. A pretty good way, too.

That way of buying makes you consider quality and economy.

BAKER LINENS

We like to have people buy that way because we also consider quality and economy in Baker Linens.

The finest materials are made into the finished product by the most skillful operatives the country affords. Baker Linens have a finish that is soft and fine and delicate, yet strong and lasting under the hardest conditions.

They stand the wear of the hospital, which at best is severe, and return from repeated launderings as good as new.

There are reasons for Baker Linen Quality and Economy. When you want good linens, come to the "House of Baker Linens." Come or write today.

H. W. BAKER LINEN CO.
41 Worth St., New York City

752 So. Los Angeles St.
Los Angeles, Calif.

453 Washington St.
Boston, Mass.



CLEAN UP!

100% CLEAN

Start NOW with Samoline. It's the thorough cleaner for flat painted walls, white enamel, porcelain, hardwood floors, brass, nickel, kitchen utensils and everything about the hospital.

Samoline is absolutely sanitary.

Samoline is economical to use.

SPECIAL OFFER

The regular price of Samoline is \$2.00 per gallon.

To hospitals who order direct from this advertisement—THIS MONTH—we will ship a dozen gallons for the price of \$15.00 f. o. b. Chicago.

This is a tremendous saving.

Samoline is guaranteed. No charge if not satisfactory.

USE THE COUPON.

The Samoline Corp.
136 W. Lake St.
Chicago

The Samoline Corp., 136 W. Lake St., Chicago.

As per your special offer, please ship us one (1) dozen gallons of SAMOLINE CLEANER, at \$15.00 net, f. o. b. Chicago. I reserve the right to return same if not satisfied.

Name

Address

Quaker Oats

Extra-Grade Oat Flakes

Only 10 Lbs. From a Bushel

We get but ten pounds of Quaker Oats from a bushel of choice oats. That is because we use queen grains only — just the big, plump, flavory oats.

Yet a 12-cent package contains 2260 calories of food. That is five cents per 1000 calories.

Eggs cost 44.7 cents per 1000 calories, round steak costs 45.6, white bread 8.5 cents.

So Quaker Oats, despite its quality, is a marvel of economy. Each \$1 spent for it saves \$3 or \$4 as compared with the average mixed diet.

It is also supreme as a flavory dainty to foster the love of oats.



The Quaker Oats Company

Chicago

(1759)

Housing Problem Serious

Commission to Assist in Providing Shelter for Munition Workers Urged on Government

The appointment of the Housing Administrator to hold, with reference to the war-time housing problem, the same position as Hoover holds with reference to food conservation, is recommended to President Wilson by the National Housing Association.

Appropriation of Government funds to house munition workers is also urged as a war-time necessity.

The Committee on War-time Housing of the National Housing Association has made an exhaustive investigation of housing conditions and its report is interesting. It includes the following:

At the present time there is a serious dearth of housing accommodations for workers in war industries—in some sections amounting to a housing famine. This is confined to no one section of the country, but is found more especially in the industrial centers of the Eastern states and the Middle West.

We would urge therefore:

The establishment of a Housing Administration of the Federal Government.

The immediate appointment of a Housing Administrator to have direct charge of the housing of the workers in the war industries of the country.

That legislation be obtained from Congress empowering the President to lend Government money upon proper security to employers of labor and to other agencies for the housing of workers in industries producing goods in the opinion of the President necessary for the successful conduct of the war, and to build houses, for sale or rent, buy and condemn land and take all necessary steps for the development of communities in which workers in such industries are to live.

POSITIONS AND HELP WANTED

POSITIONS—Locations, Positions, Practice, etc., for Nurses, Doctors, Dentists, etc., in ALL states. Nurses and doctors furnished, also attendants, companions, institution employees (male or female). Drug stores and drug employees—all states. F. V. Kniest, R. P. Bee Building, Omaha, Nebr. Estab. 1904.

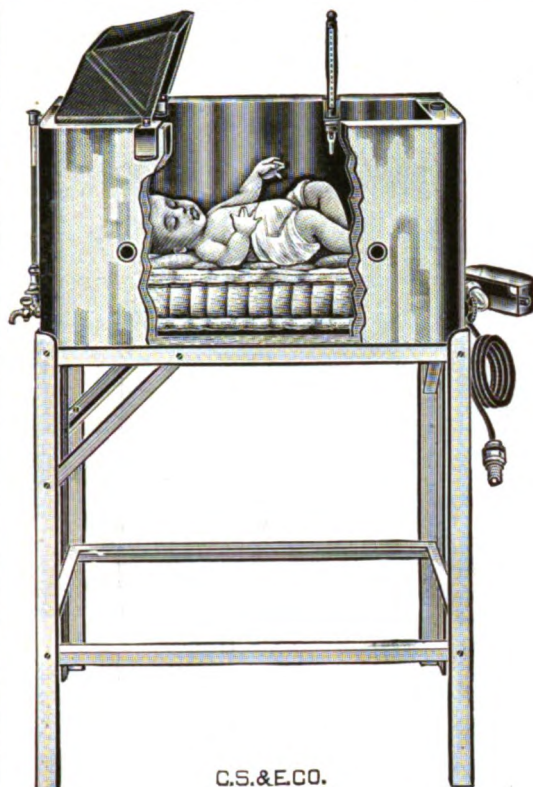
Wanted—Position as hospital superintendent, location in South or West preferred. Am a graduate male nurse, with seven years' experience in hospital and private nursing. Am 32 years of age and married. Best of references. J. E. Adams, 786 Madison avenue, Memphis, Tenn.

Wanted—Position as industrial surgeon, either full or part-time service, in either New Jersey or New York, but near New York City. Three years' experience as examining physician in charge of the emergency hospital of a large manufacturing company. Age 25, married, good references. Address F. B. B., care HOSPITAL MANAGEMENT.

Graduate male nurse open for position. Twelve years' industrial welfare work this country and Europe. Competent to handle co-operative buying and edit factory magazine. Less than \$2,400 not considered. Address Industrial Nurse, Care HOSPITAL MANAGEMENT.

Wanted—A position as superintendent of nurses or assistant superintendent. Five years' experience in teaching nurses. Former high school teacher. Registered. Best of references. Address E. A. M., 259 West Center Street, Akron, O.

Wanted—Assistant Superintendent—single man preferred. While it is necessary that he should be a graduate of medicine, it is important that he should have executive ability; address in own handwriting; giving school; married or single; age; experience; references; salary, etc.; would like photograph, Arthur B. Ancker, Superintendent City and County Hospital, St. Paul, Minn.



C.S.&E.CO.
No. 40 BABY INCUBATOR

Save the Seventh Baby

The baby is not a germ.

This Baby Incubator is electrically heated and automatically controlled.

Insures constant temperature for the body and plenty of oxygen for the lungs.

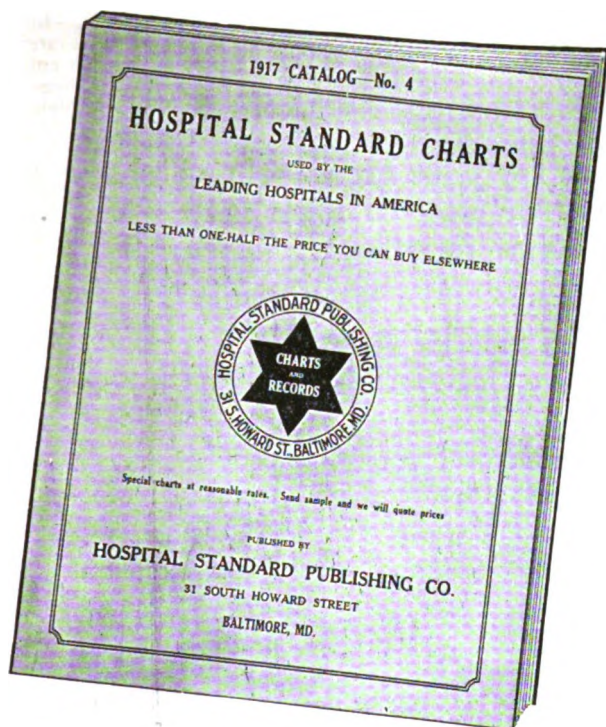
Ask your dealer or write direct for Bulletin No. B-110.

Chicago Surgical and Electrical Company

Manufacturers

318 W. Superior St., CHICAGO, ILL.

Do You Keep Proper Records?



The Above Catalog, Containing the Correct Forms for Proper Hospital Recording, Mailed Free to Any Hospital on Request

Grand Rapids Hospital BEDDING



A comprehensive line of bedding that will appeal to all hospitals seeking in-built durability, practical long-time service, down-right comfort and marked economy.

Specializing for years to produce bedding for a most fastidious clientele, we have been able to add many refinements that make our bedding especially desirable for institutional use. Small and large hospital needs can be supplied at quality, and price advantages. Superintendents will find it worthwhile to write for an estimate of their requirements.

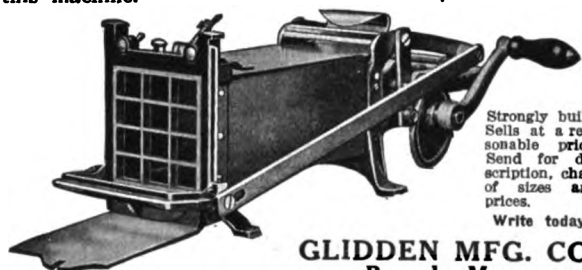
Send for complete catalog illustrating details of construction and other points of interest about our hospital bedding. **WRITE US TODAY.**

Grand Rapids Bedding Company
Grand Rapids, Michigan

The Automatic Individual Butter Cutter

Cuts tub or any other form of butter into clean, uniform patties, ready to serve. 28, 34, 35, 45, 48, 60, 64 or 78 pieces to the pound can be obtained with this machine.

**Save
Your
Butter**



Strongly built.
Sells at a reasonable price.
Send for description, chart of sizes and prices.

Write today.

GLIDDEN MFG. CO.
Beverly, Mass.

POSTGRADUATE COURSE IN OBSTETRIC NURSING

The Chicago Lying-In Hospital offers a four months' postgraduate course in obstetric nursing to graduates of accredited training schools connected with general hospitals, giving not less than two years' training.

The course comprises practical and didactic work in the hospital and practical work in the out department connected with it. On the satisfactory completion of the service a certificate is given the nurse. Board, room and laundry are furnished and an allowance of \$10 per month to cover incidental expense.

Affiliations with accredited training schools are desired as follows: A four months' course to be given to pupils of accredited training schools associated with general hospitals. Only pupils who have completed their surgical training can be accepted. Pupil nurses receive board, room and laundry and an allowance of \$5 per month. Address Chicago Lying-In Hospital, 426 East 51st Street, Chicago, Ill.

A Combination Ice Cream Freezer and Ice Breaker

Has 4½, 6 or 10 gallon ice cream capacity. Also built in other sizes to suit your needs. The Ice Breaker is a feature of this machine. Operated by motor; sanitary, rapid, dependable. Saves ice and time.

Write for catalog showing complete line.

Ask for prices.

F. E. WHITNEY CO
65 B. Sudbury St.
BOSTON -:- MASS.

History Chart Holders

Direct from the factory.

We are the largest manufacturers of Chart Holders in the United States and our experience and quantity output enables us to give you the VERY BEST product at ROCK BOTTOM prices.

We make Holders any size desired and choice of several styles.

Special styles made to order to suit new requirements.

It will PAY YOU to deal direct with the factory.

We also manufacture CARD HOLDERS of aluminum or white enameled steel in all sizes. Also white enameled portable FLOOR LAMPS.

SPECIAL NOTICE: We are now ready to make prompt shipments of SCREW COMPRESSOR CLAMPS for Murphy Drip. We offer an improved pattern of clamp and the price is RIGHT.

Inquiries solicited. We can give hundreds of hospitals as reference.

The C. Spiro Mfg. Co.
New York City

68-72 E. 131st Street,



Next time you are in need of Supplies for your Hospital or Laboratory, it will be of advantage for you to look into what Thorner Bros. have to offer

We have the largest offering of

SWEDISH ENAMELWARE

and can make immediate deliveries as we carry an extensive stock and a large assortment.

Also a complete line of Standard Aseptic Hospital Furniture.

Glassware, Trays, Notions and other specialties for General and Industrial Hospital use.

All our Merchandise is of the highest quality, and we give our clients excellent service, filling all orders promptly.

Let Thorner Bros. look after your institution's needs.

Shall we mail you our catalog?

THORNER BROS. IMPORTERS AND MANUFACTURERS
HOSPITAL SUPPLIES AND EQUIPMENT
388 Second Avenue, (at 23d St.,) New York

Industrial Hospitals Should Use Vaccines in Acute Infections

The early administration of Sherman's Bacterial Vaccines will reduce the average course of acute infections like Pneumonia, Broncho-pneumonia, Sepsis, Erysipelas, Mastoiditis, Rheumatic Fever, Colds, Bronchitis, etc., to less than one-third the usual course of such infectious diseases, with a proportionate reduction of the mortality rate.

Sherman's Bacterial Vaccines

are prepared in our specially constructed Laboratories, devoted exclusively to the manufacture of these preparations and are marketed in standardized suspensions.



Write for
literature

MANUFACTURER
OF
BACTERIAL VACCINES
G. H. SHERMAN, M.D.
Detroit, Mich.
U.S.A.

*Our Representative will be
pleased to call on you and
make a practical demon-
stration.*

HYCLORITE

Concentrated Sodium Hypochlorite Solution

In the treatment of infected injury cases, sodium hypochlorites are rapidly being recognized by the profession as superior to other forms of antiseptics because they possess the following powers:

1. Complete removal of necrosed and devitalized tissue through solvent action. According to the work reported by Austin and Taylor, this solvent action is not found in the chloramin and di-chloramin type of antiseptic.
2. Rapid oxidation of toxins thereby quickly reducing pulse and temperature to normal.
3. Absolute control of dilution or strength of fluid, thereby eliminating possibility of irritation.
4. Rapid healing as a result of thorough cleaning of the wound and beneficial stimulating of cell activity.

HYCLORITE is a concentrated sodium hypochlorite solution which fills every requirement of a non-irritating solution for irrigation, swab or dressing.

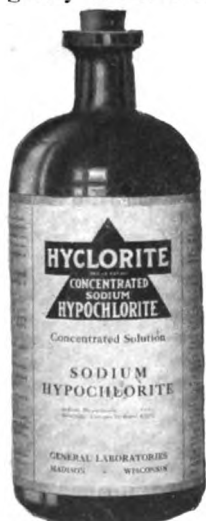
It has 8 to 10 times the strength of Dakin's solution. May be used undiluted. Effective in dilutions as high as 1-5000.

No testing is necessary with Hyclorite because it is prepared to a definite, uniform hypochlorite strength and alkalinity. Hyclorite keeps its strength much longer than Dakin's solution.

The alkalinity of Hyclorite is lower in the concentrate than that of Dakin's solution, tested by the hydrogen-ion-concentration method.

**Hyclorite is always ready for immediate use.
Just add water and apply.**

Hyclorite has been adopted by many prominent Industrial surgeons and hospitals, because of its great strength, uniformity and remarkable keeping qualities. They report that it is effective and a great economy and convenience, especially in emergency work in first aid stations.



To Make Dakin's Solution with Hyclorite

Dakin's solution may be made with Hyclorite in five minutes, by adding one part Hyclorite to seven parts of water. This solution is correct as to hypochlorite strength and alkalinity (Dakin-Daufresne technic). No need to test or to add other chemicals.

Hyclorite has been accepted by the Council on Pharmacy and Chemistry of the A. M. A. as a New and Non-official Remedy.

Prices: 32 oz., \$1.25. Special discount to surgeons and hospitals.

Send for Sample and Literature

GENERAL LABORATORIES

5101 South Dickinson St.

MADISON, WIS.

HOSPITAL MANAGEMENT

Vol. V

March, 1918

No. 2

In This Issue:

**"Clean, Paint, Repair"
Keeps Buildings New
—Page 16**

**Arrangement of Kitchen
Equipment—Page 22**

**Industrial Dental Clinic
Self-Supporting—
Page 32**

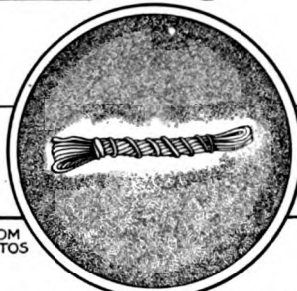
Published  Monthly by
CRAIN PUBLISHING CO.
INCORPORATED
CHICAGO

Germicidal Efficiency of REG. U.S. PAT. OFF. 2 Kl. 12-2 Kl. 3 Kl. 4 KALMERID Catgut as compared with Iodized Catgut

The lighter areas about the imbedded sutures represent zones of no bacterial growth, while the darker portions in the plates are masses of staphylococcus colonies.



Kalmerid catgut imbedded in agar infected with *Staphylococcus pyogenes aureus*.



Iodized catgut sutures imbedded in the same medium. Note the proximity of the staphylococcus colonies.

FROM
PHOTOS

The marked inhibitory power of Kalmerid catgut, as compared with iodized sutures, is strikingly shown in the above photographs. It is evident that Kalmerid sutures exert in the tissues a far greater antiseptic action than do the usual iodized sutures.

Reprints upon request; also, special literature in English, Spanish, French, German, or Italian

*San Francisco
Seattle
London*

DAVIS & GECK, Inc.
Surgical Ligatures and Sutures Exclusively
Laboratories: 217-221 Duffield Street, Brooklyn, N.Y.

*Agencies in
Principal
Cities*

COPYRIGHT, 1917, by DAVIS & GECK, INC.



No. 608 Reclining Rolling Chair

With rear swivel-wheel and a one-piece U frame under seat. Large Wheels. Has folding foot board, which enables occupant to enter or leave chair conveniently. A popular design.



**Only One of Our
Hundred Styles**

Gendron

WHEEL CHAIRS

The largest and most complete line of invalid chairs in the world. All styles — all sizes — all prices. Order GENDRON Chairs—they are built to supply every need.

Write for information.

**Send
for
Big
New
Catalog**

GENDRON WHEEL CO.

TOLEDO, OHIO

*Positive
protection
against
infection.*

*Try these
one hundred
infection
preventors
at our
risk.*



HERE ARE 100 STERILIZER CONTROLS

You can have them on trial.
We are passing them out to all hospitals to stop
a widely prevalent danger.
INFECTION!
Infection from dressings.

They effect an absolutely COMPLETE and
THOROUGH STERILIZATION.

They are positive proof against infection.
They remove every atom of danger from dress-
ings.

Only with Sterilizer Controls can you be sure.

NO MORE POISONED DRESSINGS

Most all infections are caused
by faulty dressings—IMPROP-
ERLY STERILIZED.

The pressure gauge of your
sterilizer may be incorrect.

The steam pipes may be
clogged.

The bundle may be too large or
too tight.

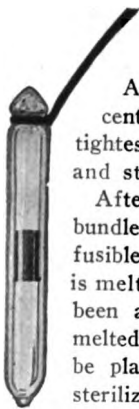
Or perhaps sufficient time isn't
allowed for PENETRATION
OF HEAT.

All these factors tend toward
defective sterilization—infectious
dressings.

How It Works

A control is placed in the
center of the largest or
tightest bundle of dressings,
and steam is turned on.

After thirty minutes the
bundle is taken out, and if the
fusible tablet in the glass tube
is melted, the sterilization has
been a complete one. If not
melted, another control should
be placed in the bundle and
sterilization begun once more.



\$1,000 PROTECTION FOR 5c

Sterilizer Controls cost \$5.00
per hundred, or five cents apiece.

Get a box today and use a
Sterilizer Control for EACH
CHARGE OF THE STERIL-
IZER, as hundreds of other hos-
pitals are doing daily.

If the protection afforded the
patient, surgeon and hospital isn't
worth many times your small in-
vestment, your \$5.00 will be re-
turned IMMEDIATELY.

Solve this infection problem
NOW and FOREVER.

*Please use the attached coupon
for convenience.*

TAKE NO CHANCES

You can safeguard your sterilizer against these
shortcomings by using Sterilizer Controls.

A. W. DIACK

51 W. LARNED ST.

DETROIT, MICH.



A. W. DIACK,

51 W. Larned St., Detroit, Mich.

We herewith enclose \$5.00 for which please send
us a trial box of 100 Sterilizer Controls—Diack. It is
expressly understood that we are to try these out
thoroughly, and if not satisfactory we will return
them, and you will send us our full purchase price
of \$5.00.

Hospital

Address



JAN 14 1917

LIBRARY

ARTIFICIAL LIGHT

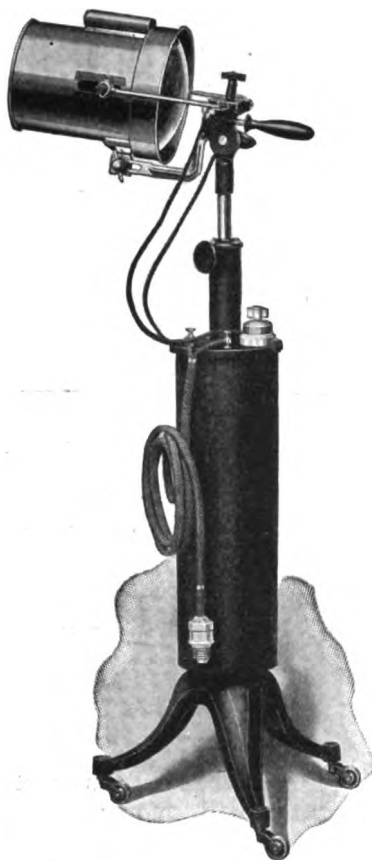
for therapeutic purposes
is rational—and a very important
addition to the physician's
equipment for the management
of diseases.

VICTOR THERAPEUTIC LAMPS

embrace all prevailing types—
Arc, Incandescent and Ultra-Violet

If in doubt as to which type of lamp will give best
results in individual practice, "Victor Service" will,
without obligation, give helpful information.

Write for Bulletin 205



VICTOR ELECTRIC CORPORATION

CHICAGO
236 S. Robey St.

CAMBRIDGE, MASS.
66 Broadway

NEW YORK
131 E. 23rd St.

Territorial Sales Distributors:

PHILADELPHIA
M. H. Bresette Co.
25 S. 17th St.
CAMBRIDGE
F. H. Saxby and W. Oyler
66 Broadway
PITTSBURGH
V. L. Stiner
620 Fulton Bldg.
MILWAUKEE
John McIntosh Co.
Merchants & Mfr's Bldg.
CHICAGO
Victor Electric Corporation
236 S. Robey St.
John McIntosh Co.
30 E. Randolph St.
OMAHA
Magnuson X-Ray Co.
Brandeis Theatre Bldg.
ST. LOUIS
John McIntosh Co.
4485 Olive St.
NEW ORLEANS
M. C. Olson
Maiso Blanche Bldg.
DALLAS
M. C. Olson and
Frederick Johnson
41 Juanita Bldg.

SAN FRANCISCO
Bush Electric Corporation
334 Sutter St.
LOS ANGELES
Bush Electric Corporation
Baker-Detwiler Bldg.
CLEVELAND
Victor Electric Corporation
Frederick Bldg.
MINNEAPOLIS
F. L. Penhelly
2875 Irving Ave. South
DES MOINES
Lewis X-Ray Co.
Utica Bldg.
ATLANTA
J. G. Baldwin
Peters Bldg.
KY and TENN.
D. Tatman
236 S. Robey St.
Chicago
DENVER
Magnuson X-Ray Co.
1415 Glenarm St.

WINNIPEG
Chandler & Fisher, Ltd.
Keewayden Bldg.
BUFFALO, N. Y.
Jeffrey-Fell Co.
318 Pearl St.
ROCHESTER, N. Y.
R. R. Taylor
840 Genesee St.
DETROIT
Dr. Joseph Foster
Hotel Tuller
KANSAS CITY
W. A. Rosenthal
414 E. 10th St.
FORT WAYNE
Victor Electric Corporation
1333 Calhoun St.
SEATTLE
G. W. Nelson & Co.
Cobb Bldg.
PORTLAND, ORE.
G. W. Nelson & Co.
Pittcock Bldg.
VANCOUVER
Chandler & Fisher, Ltd.
808 Richards St.



\$18.00

PER DOZEN On Approval

Freight Prepaid

Pepperell Twill Jeans

or

Indian Head

Surgeons' Operating Gowns

The gown shown above is No. 846, a gown made of genuine INDIAN HEAD, a heavy and fine quality material. It will resist chemical actions, laundry powders, and blood stains. Always keeps its shape and fresh-looking appearance and finish. Length, 60 inches, with long sleeves. All sizes up to 48 chest. A durable, satisfactory garment that is unequaled for the price.

\$18.00 the dozen

*Freight prepaid on approval.
Returnable at our expense.*

Pepperell Surgeons' Gown

No. 847. Pepperell best quality drill Surgeons' Operating Gowns of same design as above, 60 inches long, with long sleeves, all sizes to 48 chest. Our price, FREIGHT PREPAID,

\$18.00 the dozen

Patients' Bed Gown

Indian Head or Pepperell Twill Jeans

No. 188. Patients' Bed Gown. Double yoke wide hems and tapes. Open all the way down. 38 inches long. Long sleeves. Price on approval, FREIGHT PREPAID,

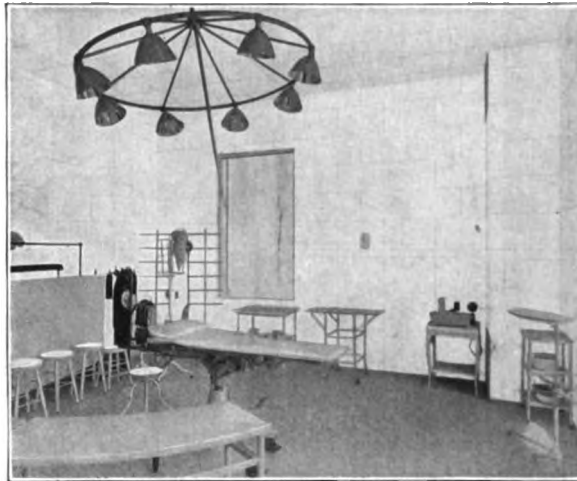
\$15.00 the dozen

Tear out, fill in, and mail the attached coupon today.

THE HOSPITAL NURSES' UNIFORM MFG. CO.

412 Elm Street, Cincinnati Ohio

TEAR OUT AND MAIL TODAY!
HOSPITAL NURSES' UNIFORM MFG. CO.
412 Elm Street, Cincinnati, Ohio.
You may also send this coupon with the understanding that they may be returned at your expense if not satisfactory.
Dozen No. _____
Write _____
Hospital _____
City _____
State _____



Vitrolite Walls and Ceilings Operating Room,
Battle Creek Sanitarium

VITROLITE

"Better Than Marble"

WILL SAVE ALL YOUR REDECORATING EXPENSE

Surface the walls and ceilings of your operating, diet and utility rooms with VITROLITE—it is aseptic, easy to clean and will wear for ages. It is white, hard, impermeable to stains and acid-resisting.

Made in large slabs and fastened by Vitro Cement, which is plastic and allows for settling.

VITROLITE is widely used in the finest hospitals for wainscoting in halls, corridors, bath and toilet rooms.

The new Gravity Toilet Partition represents the highest standard of excellence in point of sanitation, permanence, pleasing appearance and ease with which it can be cleaned.

Let us mail beautiful new catalog describing VITROLITE and its uses.

THE VITROLITE COMPANY
CHAMBER OF COMMERCE BLDG., CHICAGO

For
Brightening
Every
Department
of Your
Hospital



Eight Years of Service Without Repainting

*JUST TRY AND REALIZE WHAT
THAT MEANS TO A HOSPITAL!*

Hockaday's Wall Finish INTERIO

St. Luke's Hospital, San Francisco, Cal., was finished five years ago with INTERIO and it is still giving perfect service.

has that record and that is why you find it on such Hospitals as St. Luke's of San Francisco, and many others. Exclusive features of INTERIO are: No lime-burning, air-cracks, peeling or flaking off the wall, and a first-class job in TWO COATS on plaster and wood. Is strictly non-porous and will stand washing like glass.

Don't make the mistake of putting off investigating INTERIO, as the painting season is now at hand and you can save money by adopting same.

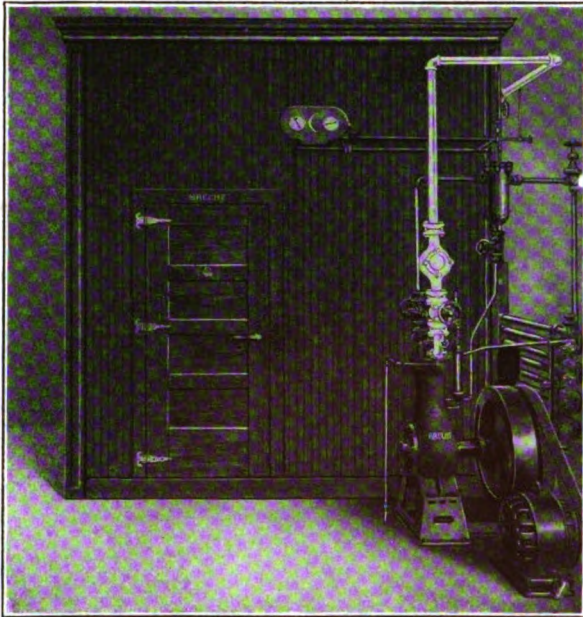
Our representative will call and give a demonstration

THE HOCKADAY COMPANY
1823-29 Carroll Ave. Chicago



HOCKADAY'S

"INTERIO"



Refrigerators, Cooling Rooms, and
Refrigerating Plants for all
Hospital Requirements

The Brecht
COMPANY
ESTABLISHED 1853 ST. LOUIS

Refrigerators you can depend on

Dry, sanitary and easily cleaned.
Our 65 years of experience has
made our Refrigerators the
standard. All sizes built to order.

Send us your specifications for quotation.

ADDRESS DEPT. C

THE BRECHT COMPANY

Established 1853

Main Offices & Factories:

1206 Cass Ave., ST. LOUIS, MO.

CHICAGO

725 Monadnock Bldg.

PARIS

NEW YORK

176 Pearl St.

BUENOS AIRES

West Disinfecting Company

Fifth Ave., NEW YORK

Harrison Street, SAN FRANCISCO

Grand Ave., CHICAGO

Branches in other large cities

DISINFECTANTS LIQUID SOAP
FUMIGATORS PAPER TOWELS

Liquor Cresolis Compositus

(Cresol Compound U. S. P.)

Our products are of uniform high quality. We respectfully request superintendents of hospitals to communicate with us before purchasing supplies for spring cleaning.

SPECIALISTS IN LAUNDRY SUPPLIES

—are just as essential to Scientific Laundering as the Medical or Surgical Specialist is in his sphere.

We are Laundry Supply Specialists of 67 years' experience—originators of "Safer Washing Products"—Manufacturers of Starches, Bluings, Indelible Marking Inks, etc., as well as selling agents of the J. B. Ford Co.'s "Wyandotte" products, and Proctor & Gamble's soaps.

Write for complete catalogue and price-list, or any expert laundering advice you need at any time.



H. KOHNSTAMM & CO.

1851—Sixty-seventh Year—1918

New York, 83-91 Park Place Chicago, 11-13 E. Illinois St.

For Prompt Service, order from Nearest Warehouse

Baltimore
Buffalo
Cleveland
Pittsburgh

Birmingham
Cincinnati
Dallas
Denver

Detroit
Indianapolis
Kansas City
Minneapolis

New Orleans
Omaha
St. Louis

nd a policeman.
e fact. But it
efore he pulled
the trial:

AUDA CAPLINGER,
ot trying to clear
ing for him. It is
the man who sold
equally responsible
did tell you to hold
that part of the
as responsible.
death no more to
HE DAVIS, who sold
this man here of

n Kansas which
ges—may be col-
of intoxicating
syr gets drunk
Has your State
dit mere chance
n called the most
the Union?

stshell

ORD on "free
l by HENRY M.
Christy" long
was on trial:
he commented.
re printed—loose

t, that is about
es most "free

Twenty-fifth
DEEP BLUE
ud about our
n look
me

NEITHER HAT
of ugly hur
tween individual
They may dim bu

which impels him, as every waning year brings the Christmas season. Often try to make a few of his fellow men a little happier. Often by the method of the gift, perhaps something that costs a few dollars, maybe only a penny card bearing an inscription of cheer. Frequently it is something intangible—the whole of greeting to the old lady in a shawl who sells you your punch or the smile of comradeship which you greet the conductor punches your ticket, or the elegant man who sits in the office (fellow workers all). It is the bestowal of something valued in of something from your hand. It is the longing to give happiness. To wish to be happy—even a little older than is the deathless. To keep it alight, but to make the flame continue to

SECRETARY OF THE
Recently with ex-Senator Borah changes in the way the Treasury claims that the new method chairman of the facts and figures. Now this is country's tax have a right to the various government departments. Until that time no assurance that the bookkeeping at Washington is not "fies."

Save Is Still

that this country's

THE HOSPITAL PROBLEM OF TODAY—WHAT IS IT?

Amount of Money Invested in Hospital Property—Amount Expended Annually for Maintenance—Number and Character of the Hospitals—What They Are Ac-

about our anti-
H. J. POPPLEMAN
cent letter:
ittle General History

the English did to the Irish from one hundred to ago was much worse than when the Germans we cannot follow the reason of any we should now be against the get forward very far that way. one against the present wrong.

600,000 per
as taking
the national
over \$40,
ans are not
doing with

ing Here?
Metropole" of Antwerp, studied
Belgium of one years before
gium was
by such
book jobs
hold,
an agri-
allions.
public
same
lar in
ences.
about these
tion proved

remains the same advantage
by the advantages derived
country that grants them

Best Man

not markedly pro-Gerr
on give the Ger-
ntly a person
pared to a cr
who is w
Recently k
a correspondent
us. In a pers

More and more am
se, and a per

SIX HUNDRE
Rockies and 1
and, next to the
the chief attracti
to Glacier, Yellow
with what they a
after the Europe
the proper attent
for the care of 65
to create a natio
with powers and
those of the Port

Boasting Bo

ANDREW KE
A superintende
Eastern railroad
down the number
men requiring d
stead of the u
punishments for
rules, he public
showing that soc
conductors, engi
and firemen had
entire year 1914
ord. The result
1915, as compar
period of 1914.
over 60 per cen
of such cases of
decrease of over
the amount of w
employees becau
The other 300 t
thing to get the
roll of honor!

DOES YOUR HOSPITAL NEED MORE MONEY?

—to build an addition—to open a new ward—to purchase new equipment—to wipe out its debt?

This is a problem that may be seriously bothering you. To solve it would mean carrying on work which would lift your institution out of chaos and place it upon a bedrock of service.

With billions of dollars now being diverted into other channels, it is particularly difficult to secure whole-hearted response from a community—unless—you employ the services of specialists who have been meeting with and overcoming these conditions successfully. You need specialized effort such as revolves around

Tell Us
How Much
Money
You Need
and We
Will Show
You How
to
Get It

THE REDDING IDEA

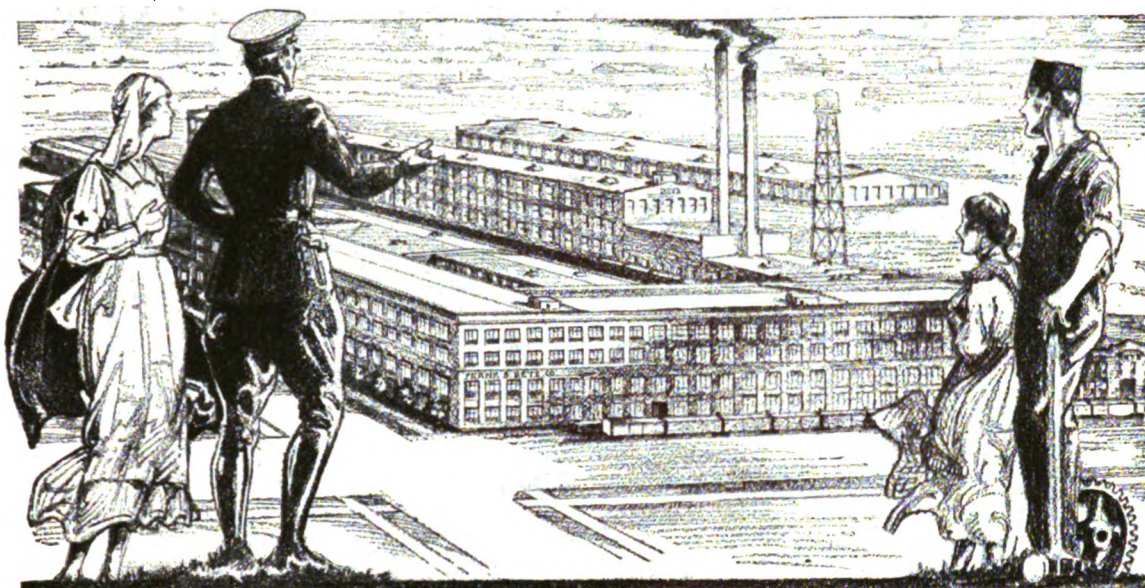
This organization specializes in raising money for hospitals, colleges and other institutions. The most concentrated study and analysis is given each problem; our own highly trained experts are ever present to conduct the campaign successfully. Sure results have been accomplished in practically every instance.

Send for our booklet which tells about Redding Service. You will find in it points of interest to your own conditions—and it may open up an avenue of new funds with which you can do all the things you have been planning. No charge is made for the book. Write for it today.

LEO. L. REDDING & CO.

440 Fourth Ave.

New York City



The GLORY of SERVICE

SERVICE is Dominant today—Service for the Country and for the Flag, Service for the Individual.

The demands of Service upon the Hospital and the Surgeon were never more strenuous; the probabilities of the future show even greater demands. The lesson of Equipment, better, more complete Equipment, is clearly written.

To the Manufacturer as well has come the call of Service.

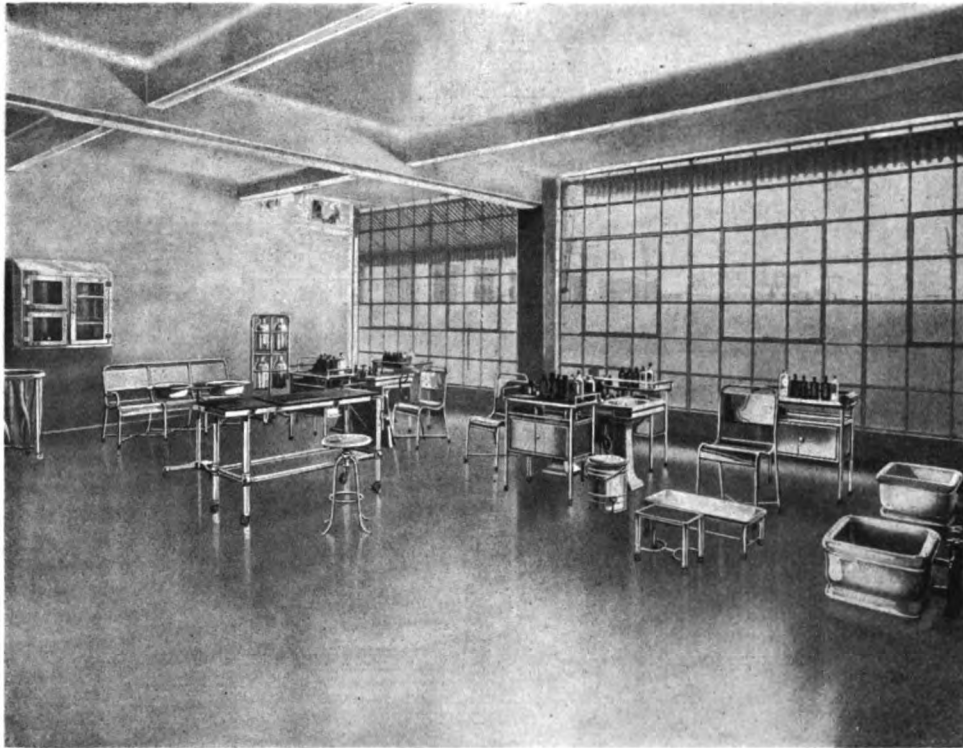
Never has there been greater need of Betz Equipment—by nation, hospital or individual; there has never been better Betz Equipment.

With highly standardized quality; with an organization which is capable of the highest form of co-operation, we answer the call for SERVICE.

*The prices are attractively low—
The quality is uniformly high.*

Frank S. Betz Co., Hammond, Indiana
Chicago Sales Dept. 30 East Randolph St.

"THE WHITE LINE"



Surgical Treatment Room Ford Motor Company Infirmary, Detroit, Michigan

Into the construction of "White Line" Hospital Furniture, Sterilizing Apparatus, and Infirmary Equipment, we permit to enter only such materials as will serve the purpose intended to best advantage.

"White Line" Equipment embodies in design, in construction, and in materials used, proven practical utility, highly skilled workmanship, great durability.

Through constant personal contact with hospital superintendents, surgeons, and the chief medical officers of industrial plants, our experience and our manufacturing facilities enable us to equip in a suitable manner a single first aid room, or an industrial infirmary caring daily for a thousand or more men.

Upon request, we will be pleased to forward to hospital superintendents, and to chief medical officers of industrial infirmaries, a copy of the "White Line" Catalog.

SCANLAN-MORRIS COMPANY

Manufacturers of "THE WHITE LINE"

Madison, Wis., U. S. A.

Chicago Office: 1503 Garland Bldg., 58 E. Washington St.

Let Stanley Experts Show You How to Reduce the Cost of Your Laundry Work!

With labor scarce, wages high, soaps and chemicals going up in price, and operating conditions in the laundry more difficult than they have ever been in the history of American hospitals, you can't afford to run this department on anything but the most efficient basis.

Are you sure that you are buying supplies right? That they are being used economically? That your methods are the best that could be devised, so as to accomplish the work with the least effort at lowest cost?

If you are not convinced that your laundry is beyond criticism, you owe it to yourself and your hospital to get in touch with us. Let Stanley Service help you to solve your laundry problems, and put this department on a basis of maximum efficiency and minimum expense.

Save Money by Proper Methods of Buying Supplies

We can help you save, nine chances out of ten, in the buying of your supplies. Our facilities for the manufacture and distribution of laundry materials enable us to offer you the best in this line at the lowest cost. Being on the books of the Stanley Laundry Supply Company means that you are getting the benefit of the economies that go with large operations in production and distribution.

But our service does not stop here. It means more than delivering the right goods at the lowest prices. It means that you will have the benefit of the advice, counsel and help of Stanley experts—men who have spent their lives in the laundry field, and who are ready and willing to give you the benefit of their experience.

What Stanley Service Means

This service means that if you have a problem in laundry operation to solve, we can help you to solve it. If it is a question of formulae—of preparation of materials—of routing the work—of arranging the equipment—we can make suggestions that will mean dollars saved in materials and labor, and time and effort saved in the operation of the hospital. Isn't a service of this kind, time-tried, rendered by experts, worth while?

Stanley Laundry Supply Co.
642 West 30th Street, New York City

*Use Coupon and
Get in Touch with
Us—TODAY!*

Fill in the coupon and let us tell you more about real service in the laundry supply field.

Stanley Laundry Supply Co.,
642 West 30th Street, New York City.

We are interested in your plan of service as outlined in March Hospital Management, and would like to know more about it.

Name

Hospital

Address

Hospital equipment at moderate cost



Mandel Brothers' Service to hospitals has been accorded unqualified praise for its quality—and hundreds of re-orders

Sello operating aprons— waterproof—\$15 dozen

Protect your gown—protect yourself—with a Sello operating apron, made exclusively by Mandel Brothers. Sello aprons can be sterilized, washed and ironed; are light weight, strong and durable. Men or women can wear them. \$1.35 each. Style pictured at the left.

Sello cloth, 36 inches wide, 85c yd.

Extra! Patients' gowns, \$10.95 doz.

The gowns are made of good grade bleached muslin and are in all sizes up to 48. Pictured at right.

Children's sizes, 2 to 5 years, \$6.75 dozen.

6 to 8 years, \$7.95 doz. 9 to 14 years, \$8.50 doz.

Operating gowns, \$17.85 doz.

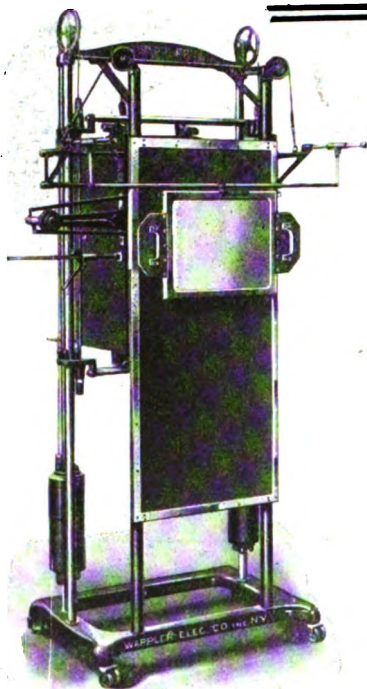
—of Indian Head, linen finish material; very moderately priced.



Mandel Brothers

State to Wabash at Madison street

Chicago



WAPPLER Vertical Fluoroscope

facilitates diagnosis by the Roentgen Ray. The screen can be manipulated in unison with the tube box, or can be separately suspended. The change from one method to the other can be made within ten seconds.

**Highest Protection from Rays
Highest Electrical Insulation
Highest Quality Throughout**

Write to Dept. H. M. for new catalog of Tables and Fluoroscopes, or ANY Electro-Medical apparatus.

ROENTGEN RAY, HIGH FREQUENCY, GALVANIC APPARATUS AND ACCESSORIES

CYSTOSCOPES AND OTHER ELECTRICALLY LIGHTED DIAGNOSTIC INSTRUMENTS

WAPPLER ELECTRIC COMPANY, Inc.

173-175 East 87th Street

NEW YORK, U. S. A.

Service Stations in the Following Cities:

Atlanta, Ga.
Baltimore, Md.
Charlotte, N. C.

Chicago, Ill.
Cleveland, O.
Detroit, Mich.

Fort Worth, Tex.
Los Angeles, Cal.
Newark, N. J.

New Haven, Conn.
New York, N. Y.
Philadelphia, Pa.

San Francisco, Cal.
Tacoma, Wash.
Tokio, Japan
Toronto, Canada

Buyers' Guide to Hospital Equipment and Supplies

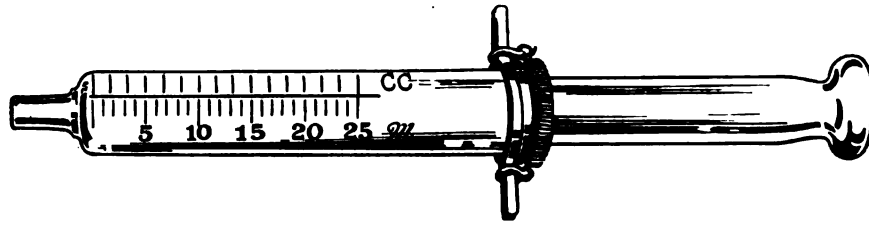
ALCOHOL Woods Hospital Supply Co.	HOSPITAL FURNITURE Frank S. Betz Co. Scanlan-Morris Co.	REFRIGERATING EQUIPMENT McClellan Refrigerating Mach. Co.
BABY INCUBATORS Chicago Surgical and Electrical Co.	HOSPITAL SUPPLIES Frank S. Betz Co. Feick Bros. Co. General Laboratories. Woods Hospital Supply Co.	REFRIGERATORS Brecht Co. McCray Refrigerator Co.
BASKETS Stanley Laundry Supply Co. H. Kohnstamm & Co.	HOT PACK MACHINES The Republic Mfg. Co.	REGULATORS (Hot Water) Hoffman & Billings Mfg. Co.
BEDS Albert Pick & Co.	HOT WATER BOTTLES Woods Hospital Supply, Inc.	SHEETS AND PILLOW CASES H. W. Baker Linen Co.
BEDDING Grand Rapids Bedding Co. Albert Pick & Co.	ICE CREAM FREEZERS J. G. Cherry Mfg. Co. Albert Pick & Co. F. E. Whitney Co.	SILVER BURNISHING MACHINES American Laundry Machinery Co.
BOOKS G. P. Putnam's Sons.	INVALID CHAIRS Frank S. Betz Co. The Colson Co. Gendron Wheel Co.	SLICING MACHINES American Slicing Machine Co.
BRUSHES H. Kohnstamm & Co.	KITCHEN EQUIPMENT Hobart Mfg. Co. Albert Pick & Co. John E. Smith's Sons Co.	SOAPS H. Kohnstamm & Co. Stanley Laundry Supply Co. Albert Pick & Co.
CASE RECORD SYSTEMS Hospital Standard Publishing Co.	LIGATURES Davis & Geck, Inc.	SPRINGS Grand Rapids Bedding Co. Albert Pick & Co.
CATGUT Davis & Geck, Inc.	LAUNDRY MACHINERY American Laundry Machinery Co. Fry Bros. Co. Albert Pick & Co.	STERILIZER CONTROLS A. W. Diack.
CHARTS Denoyer-Geppert Co.	LAUNDRY SUPPLIES Fry Bros. H. Kohnstamm & Co. Stanley Laundry Supply Co.	STERILIZERS American Laundry Machinery Co. Frank S. Betz Co. Wilmot Castle Co. Northwestern Steel & Iron Works. The Republic Mfg. Co. Scanlan-Morris Co.
CHART HOLDERS C. Spiro Mfg. Co.	LINENS H. W. Baker Linen Co. Mandel Brothers. Albert Pick & Co.	SURGICAL INSTRUMENTS Frank S. Betz Co. Chicago Surgical & Electrical Co. Feick Bros. Co. Kny-Scheerer Corp.
CHEMICALS The Abbott Laboratories. Feick Bros. Co. Schering & Glatz.	LINOLEUM Albert Pick & Co.	SUTURES Davis & Geck Inc.
CLEANING SUPPLIES Albert Pick & Co. The Samoline Corp.	MARELE Vitrolite Co.	THERMOMETERS Becton, Dickinson Co.
COOLERS Cordley & Hayes	MEMORIALS Jas. H. Matthews Co.	UNIFORMS Hospital Nurses' Uniform Co. Mandel Bros. Nurses' Outfitting Ass'n. Albert Pick & Co. Youngstown Garment Mfg. Co.
DISINFECTANTS West Disinfecting Co.	MONEY RAISING SYSTEMS Leo L. Redding & Co.	VACCINES The Abbott Laboratories G. H. Sherman, M. D.
DISINFECTING EQUIPMENT American Laundry Machinery Co.	NURSES' BOOKS G. P. Putnam's Sons.	VITROLITE Vitrolite Co.
DISH WASHING MACHINES Bromley-Mercedes Company Albert Pick & Co.	PAILS Cordley & Hayes	WALL PAINTS Albert Pick & Co.
DUMBWAITERS Storm Mfg. Co.	PAINTS Hockaday Co.	WATER TEMPERATURE CONTROL Hoffman & Billings Mfg. Co.
ELECTRO-THERAPEUTIC APPARATUS Frank S. Betz Co.	PHARMACEUTICALS The Abbott Laboratories. General Laboratories. Schering & Glatz.	WINDOW SHADES (Adjustable) Albert Pick & Co.
ELEVATORS Storm Mfg. Co.		WIRE GAUZE SPLINTS Wright Wire Co.
FOODS Koloc Mfg. Co. Quaker Oats Co.		X-RAY APPARATUS Frank S. Betz Company. Victor Electric Co. Wappler Electric Co.
FUMIGANTS West Disinfecting Co. Woods Hospital Supply, Inc.		
GELATIN Genesee Pure Food Company		

Alphabetical List of Advertisers

Abbott Laboratories.....	Back Cover	Koloc Mfg. Co.....	42
American Laundry Machinery Co.....	44	McClellan Refrigerating Machine Co.....	45
American Slicing Machine Co.....	43	McCray Refrigerator Co.....	51
Baker, H. W., Linen Co.....	36	Mandel Brothers.....	12
Becton, Dickinson & Co.....	14	Matthews, Jas. H., & Co.....	56
Betz, Frank S., Co.....	9	Muller & Co., Franklyn R.....	53
Brecht Co.....	6	Northwestern Steel & Iron Works.....	39
Bromley-Mercedes Mfg. Co.....	43	Nurses' Outfitting Assn.....	42
Castle, Wilmot Co.....	41	Pick, Albert & Co.....	39
Cherry, J. G., Co.....	48	Putnam, G. P., Sons.....	51
Chicago Surgical & Electrical Co.....	55	Quaker Oats Co.....	51-54
Colson Co., The.....	41	Redding & Co., Leo. L.....	8
Cordley & Hayes.....	46	Republic Mfg. Co.....	38
Davis & Geck.....	Inside Front Cover	Samoline Corp.....	50
Denoyer-Geppert Co.....	52	Scanlan-Morris Co.....	10
Diack, A. W.....	1	Schering & Glatz.....	36
Feick Bros. Co.....	38	Sherman, G. H., M. D.....	Inside Back Cover
Fry Bros. Co.....	50	Smith's Sons, John E.....	48
Gendron Wheel Co.....	Inside Front Cover	Spiro, C., Mfg. Co.....	56
General Laboratories.....	35	Stanley Laundry Supply Co.....	11
Genesee Pure Food Co.....	37	Storm Mfg. Co.....	49
Glidden Mfg. Co.....	56	Victor Electric Corp.....	2
Grand Rapids Bedding Co.....	55	Vitrolite Co.....	4
Hoffmann & Billings Mfg. Co.....	40	Wappler Electric Co.....	12
Hospital Standard Publishing Co.....	55	West Disinfecting Co.....	6
Hobart Mfg. Co.....	47	Whitney, F. E., Co.....	48
Hockaday Co.....	5	Woods Hospital Supply, Inc.....	49
Hospital Nurses' Uniform Co.....	3	Wright Wire Co.....	40
Kohnstamm, H., & Co.....	7	Youngstown Garment Mfg. Co.....	53

B-D

TRADE MARK



The Luer Syringe

(Genuine)

Barrel and Plunger are ground to an exact fit and tested with needles against leakage under pressure. The (patented) "Spring Plunger Holder" automatically holds the Plunger stationary at any point of graduation.

Ask for a Copy of "The Luer Syringe" booklet

The Genuine—not the Imitation—

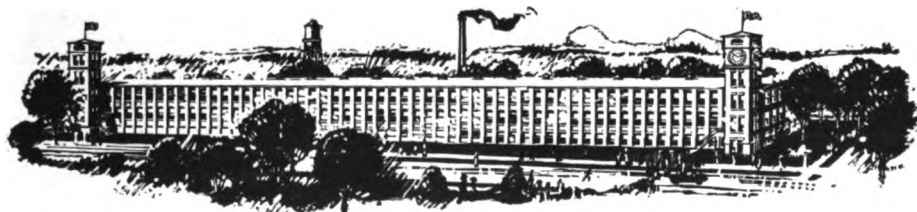
is made by

Becton, Dickinson & Company

Rutherford

Makers of **B-D** Fever Thermometers

New Jersey



FACTORY AND GENERAL OFFICE

B-D

TRADE MARK

March, 1918
Vol. V, No. 2

HOSPITAL MANAGEMENT

608 S. Dearborn
Street,
Chicago

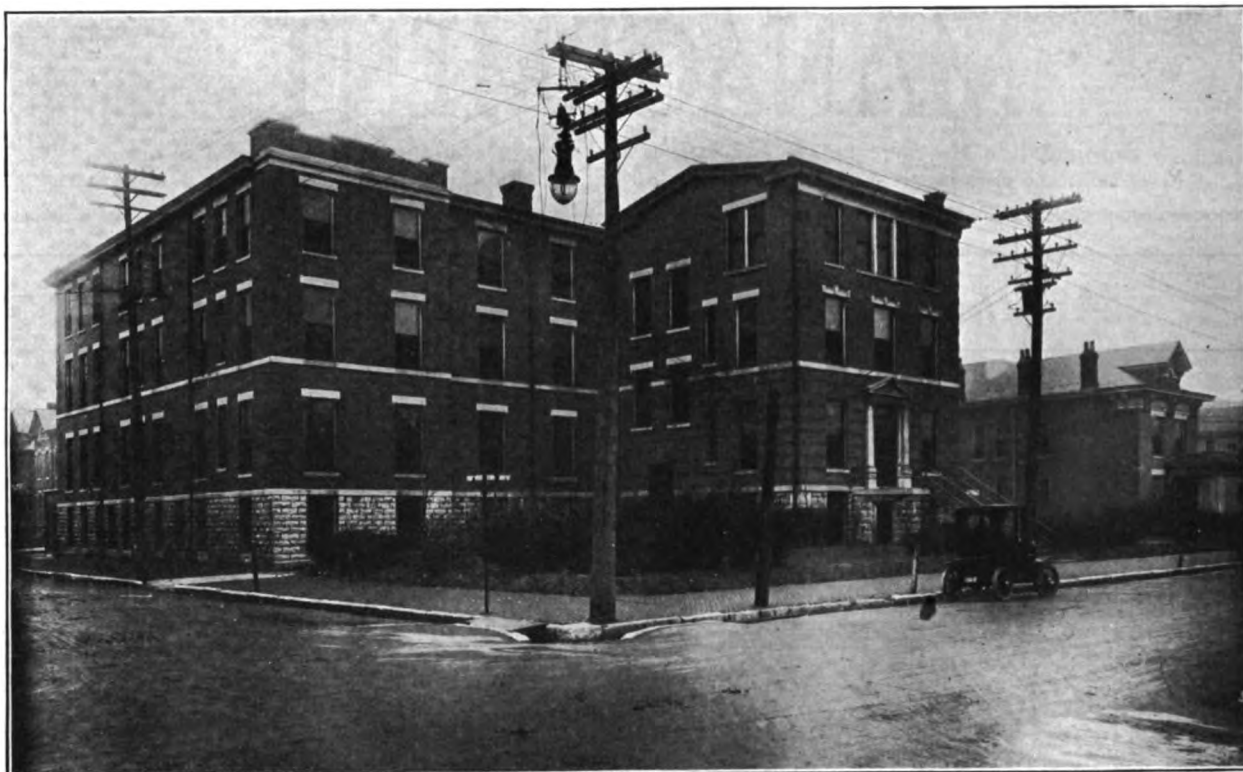
Published in the Interest of Executives in Every Department of Hospital Work
Entered as second class matter May 14, 1917, at the post office at Chicago, Ill., under the act of March 3, 1879.

Another Spring Drive Is Now in Progress



“Clean, Paint, Repair” to Keep Building New

Program of Jewish Hospital, of Louisville, Results in Attractive Plant After Fifteen Years' Service—How Work Is Handled



THE JEWISH HOSPITAL, OF LOUISVILLE, KY.,
Whose fifteen-year-old building shows results of good care.

“Clean, paint, repair,” is the recipe for keeping a new building new, and preventing an older one from showing signs of age and use, in the opinion of Miss Clara Fisher, superintendent of the Jewish Hospital, of Louisville, Ky.

Miss Fisher, who is completing a spring campaign of cleaning, painting, rearrangement and general repairing, has made many changes for the better this year, and all of them are helping to make her building, which is now fifteen years old, look as though it had been in use for a much shorter time.

In connection with the program of cleaning and general renovation of the hospital building, Miss Fisher is making a number of changes and improvements that will not only result in better service, but will add materially to the capacity of the institution. The maternity ward is being moved from the second to the third floor, and an additional operating room will be installed. By virtue of the rearrangement of departments, the bed capacity of the hospital will be increased from fifty-four to sixty-seven.

COLOR SCHEME CHANGED

Until recently the general color scheme of the hospital was Nile green throughout, rooms, halls and corridors being painted this color, with trim-

mings of terra cotta. This has been changed to silver gray, an attractive flat finish, which is bright as to color, but does not reflect the light. Such a background will be restful for the eyes of the patients. The interior of the hospital, from skylight to basement door, is being refinished according to this plan, and all woodwork is being revarnished. Ceilings under the new method of decoration are of ivory.

Spring painting and cleaning are usually started in the Jewish Hospital in January or February, and March 1 finds the house fresh and clean throughout. In addition, the hospital employs a resident painter, who is also something of a carpenter and “Jack of all trades.” At convenient times during the year he repaints the rooms throughout the hospital. He also repairs furniture and woodwork, and, in fact, sees to everything that needs attention along this line.

This season the house-cleaning program has been unusually extensive, in that even the outside woodwork, cornices, etc., will be painted, this being the first time in six years that this has been necessary.

In repainting the interior, it was desired to make the green window shades conform to the new color. Instead of purchasing new shades, the old ones were taken down, laid on a flat surface in the basement and given a coat of gray paint, after which

they were hung up to dry and later put back in their former positions.

EXCELLENT CARE OF BUILDINGS

The Jewish Hospital building was erected about fifteen years ago, but through excellent care and maintenance looks much newer throughout than its years would indicate. A \$100,000 fund was recently provided, and this is to be utilized in the erection of a large addition, which will nearly double the capacity. Patronage has been increasing at such a rapid rate that this work will have to be started before long, as patients are constantly turned away, on account of lack of room. This is true especially of the maternity department, which is one of the strong features of the service.

Miss Fisher became superintendent of the hospital last November, following the resignation of Miss Louise M. Weissinger, who, on account of ill health, returned for a year's rest to her old home at Franklin, Tenn. Miss Fisher was in the operating room at the Jewish Hospital for six years, and was Miss Weissinger's chief reliance. The new superintendent takes great pride in having a bright, comfortable building, and has been working like a Trojan during the past few weeks in an effort to complete spring cleaning and painting. It is a big job, and results in some temporary inconvenience, especially during a season like the present, when every department is crowded and many names are on the waiting-list. However, painting, repairing and cleaning must be looked after, rush or no rush, Miss Fisher declares.

Paint is regarded as an excellent disinfectant, and in addition to its use for decorative purposes is of value otherwise. In contagious cases at the Jewish Hospital fumigation is followed by repainting and varnishing the room which has been used for such work before it is again placed in service.

BUY PAINT IN QUANTITY

As paint is purchased in quantity direct from the manufacturer, and as a resident painter is employed, the cost of the work is greatly reduced.

Eliminating insects and rodents is no easy job, but it can be managed. Miss Fisher regularly buys large quantities of insecticides, which are used in drains and various other parts of the building. No food is left out at night under any circumstances. No matter how hard a fight is made against such pests, it is almost impossible to eradicate them entirely in neighborhoods where there are numerous old buildings, sewers, etc., and where the hospital buildings are close to the streets or adjoining buildings. This is a case where having large grounds is of considerable value in protecting the hospital from undesirable emigration from other buildings.

Closely woven wire screens may be inserted in catch basins and other drain openings to prevent insects from coming up through the waste-pipes,

and an occasional application of insect powder helps considerably. One of the best methods is to give the drains an occasional cleaning by releasing a quantity of boiling water from the steam plant, thus cleaning out the pipes as far as the main sewer.

Keep Refrigerators Clean

Suggestions for Satisfactory Use of This Equipment Emphasize Regular Attention

A part of the equipment of the hospital which is commonly abused is the refrigerator. The abuse is largely due to ignorance of the simple principles outlined in this article.

Probably the greatest cause for unsatisfactory service of refrigerators is the fact that they are not kept perfectly clean.

It is of great importance that the ice, before being placed in the refrigerator, should be carefully cleaned, for the dirt, sawdust and other particles which frequently cling to the ice are a source of odor and taint, and may also cause clogging of the drain-pipe and trap.

When anything is spilled in the refrigerator, it should be immediately wiped up with a damp cloth, regardless of whether the refrigerator is lined with wood, enamel or opal glass. In no case should a refrigerator be flooded with water. Boiling water should never be used for cleaning the refrigerator, nor should any kind of acid be used.

If the refrigerator is cleaned thoroughly once a week, it will always be sweet and clean. By thorough cleaning is meant wiping down the walls with a damp cloth and a thorough washing of the icepan, drip pipe and trap. The drip pipe and trap require special attention, as they are liable to clog from particles of foreign matter which cling to the ice, regardless of how carefully it is washed.

By observing the following rules 95 per cent of refrigerator troubles will be overcome:

Your refrigerator equipment should be scientifically constructed by some responsible refrigerator manufacturer.

Wash the ice before it is put into the refrigerator.

Keep nothing but ice in the ice chamber.

Keep the ice chamber well filled with ice.

Wipe off bottles and unwrap all food before you put them in the refrigerator.

Don't put hot food in a refrigerator.

Wipe up immediately what has been spilled in the refrigerator.

Keep all doors closed tightly.

Do not connect drain-pipe with sewer.

See to it that there is a trap at the end of the drain-pipe.

Clean drain-pipe and refrigerator thoroughly each week.

Planning Maintenance of Hospital Building

Repairs of Mechanical Equipment and Furniture, Washing Walls and Repainting Call for Well-Defined Organization and Proper Methods

By Asa S. Bacon, Superintendent Presbyterian Hospital, Chicago.



PRESBYTERIAN HOSPITAL OF CHICAGO

Constant attention to the requirements of this big hospital keeps the building in tip-top condition for service.

No matter how perfect the condition of a building at the time it is completed and put into use may be, constant effort is needed to maintain its efficiency, and to enable the hospital to keep its service at the proper point. Building maintenance, therefore, is a problem that the superintendent is vitally concerned with.

This subject may be considered in three general divisions: First, the maintenance of the mechanical equipment; second, the building proper, and third, its equipment and furnishings. There should be a definite system for caring for all of these things.

The chief engineer of the hospital should not only possess knowledge of the power plant, looking after the boilers, engines, pumps, steam transmission lines, etc., but should also be familiar with all of the electrical equipment, including the wiring, lighting, signal system, call bells, etc., and likewise be able to handle plumbing and steam fitting repairs.

Men with a good general knowledge of these mechanical details may be had, and such a man should be carefully selected. He should be given a sufficient number of assistants, so that he can distribute and systematize the work. In this hospital the chief

engineer has four assistant engineers under him, one for each eight-hour shift and another to assist in handling general repairs. In addition we have three firemen, besides coal passers and other helpers.

HANDLE REPAIR WORK

Besides operating the power plant, which includes pumps, refrigerating apparatus, etc., and furnishes heat, hot water, cold water, etc. the chief engineer and his assistants repair leaks, replace defective electrical and plumbing parts, and keep all of the mechanical equipment in good condition.

All repair work is done on requisition from head nurses, the housekeeper or others to whose notice defects come, the requisition being o. k.'d by the superintendent before being sent to the chief engineer. Careful record of the time and material expense involved in this maintenance work is made.

Hundreds of repairs are made every month. They range all the way from replacements of fuller balls to the installation of new pipe. The Presbyterian Hospital contains twelve miles of pipe. We have our own pipe-cutting machine, which will handle pipe from 1/8-inch to 6 inches in dimensions. Electric light cords are repaired, stoves kept in condition, elevator plungers repacked, leaky valves in

the laundry repaired and everything in the line of mechanical equipment kept going in good shape.

We replace all rubber tires on wheeled equipment. A tire tool for this purpose was provided at slight expense, and in spare time the chief engineer does this work at a fraction of the expense formerly involved in having the retiring done outside.

ON THE JOB ALL THE TIME

In the maintenance of the building proper, we have found it most economical and satisfactory to have our own painters and carpenters, whom we keep on the job all of the time, twelve months out of the year. Four painters and two carpenters are employed.

One advantage of this plan is that the hospital doesn't lose the use of its rooms, as it must when all of the painting is crowded into one period during the spring cleaning. As soon as a room is vacated, the walls are washed or repainted, according to the need, before the room is occupied by another patient. The painting is done at a time when the room can be spared.

In the summer, when the work of the hospital is lighter than at other seasons, one ward is closed at a time, and the work of cleaning and painting these rooms is handled then. Thus we do this work in such a way that it does not interfere with the reception of patients.

Elevator, dumb-waiter and clothes-chute shafts are washed at night, when this equipment is not in use. The clothes-chutes are lined with steel, painted.

The walls of private rooms are washed on an average of about three times a year. This work is done by the painters, who also repair cracks with plaster of paris. The woodwork is washed as well as the walls. A good grade of soap powder is employed. This is boiled in water, and furnishes a soapy mixture without sediment. Sponges are used for this work.

STARCH WALLS AFTER WASHING

After the walls are washed, they are starched, in order to protect the paint, which otherwise would be worn off by the frequent cleaning. The starch is boiled and is applied with a calcimine brush. When the wall is washed, the starch comes off with the dirt, but the paint is not injured.

In repainting, the wall is cleaned and covered with a sizing of glue before the paint is applied. We use a white lead and oil paint, tinted a soft gray or buff, colors which have been found to be most restful to the eyes of the patients. Ordinarily one coat of paint is sufficient, unless a great deal of plastering has had to be done. In that event two coats may be needed. Walls are repainted on an average of once every two years.

The operating rooms are enameled, and are washed

three or more times a year. Re-enameled is required about once every two years. Doors and corners are touched up as needed. In repainting the operating rooms, one coat of flat paint, followed by one of enamel, is used.

REFINISHING WOOD FLOORS

Most of our floors are of varnished wood, covered with rugs. The floors are wiped up every day with cold water. As worn places develop, these are re-

No. _____

THE PRESBYTERIAN HOSPITAL

REQUISITION FOR REPAIRS

Requisition for Repairs of Buildings, Furniture, Fixtures, etc., etc., requiring immediate attention in

Building _____ Floor _____

Requested by _____

Approved _____

" Supt.

Date _____ *191*

Repaired by _____

Time when Finished _____

NOTE:- Return this Requisition to Superintendents Office as soon as work is completed.

FORM OF REQUISITION USED IN MAKING REPAIRS.

varnished, but complete revarnishing is required only once in two years. When this is to be done a varnish remover is applied and the floor stripped down to the wood. This makes for quicker work and a better job. The floor is stained the proper color, shellacked and finished with one coat of a high-grade floor varnish. Doors and other woodwork are revarnished at the same time.

Metal beds are painted and enameled as they re-

(Continued on Page 46)

Dogwood Blossom Time in Old Virginia

Arrival of Spring Means Marshaling Forces for Drive on Dirt—How Work Is Arranged and Employes Concentrated

By J. W. Fowler, M. D., Superintendent University of Virginia Hospital, Charlottesville, Va.

Next month, when the dogwood trees are in full bloom, is the time for spring cleaning, both in homes and in hospitals. Spring cleaning always was an important event, and in this age of scientific sanitation it is all-important.

The work of Surgeon General Gorgas of the U. S. Army in Cuba focused the mind of the world upon the positive good of sanitation, and put governments, states and cities to studying household bacteriology and the chemistry of cleaning.

I shall not dwell upon the sources of dirt, its composition and its dangers, or undertake to describe the various methods for its removal, but will relate how a hospital can be efficiently and quickly cleaned.

In my judgment, based upon many years' experience as a hospital executive, there is no sanitation half as good as cleanliness, and this can be best attained by the use of soap and water in the hands of a set of trained men or women under the direction of a good supervisor. There is no branch of hospital work upon which so much depends as that of the janitors, scrubbers and window and wall cleaners. If your hospital is clean and inviting, it creates a better feeling in every department, and makes a good impression on visitors, who never fail to notice and to compliment.

FORCE IS CONCENTRATED

With a small force of trained workers the large amount of work that can be done in a short time is astonishing. As no hospital which looks to economy has more employes than is absolutely necessary, and as each one has a particular thing to do, in order not to disturb the regular work while spring cleaning is in progress, I add three or four men as helpers and concentrate nearly the entire force at a given point on the top floor, having previously arranged all the details and secured all the implements and materials. From this point I move the force as rapidly as possible from floor to floor and from building to building, until all is finished, which in our own hospital requires about a month.

While the general cleaning is going on, the particular work is more or less neglected and in order to take care of this feature as possible, I require those who are not drafted for the general work to do very much more than usual, an order which is generally cheerfully complied with.

I said soap and water are the main things in cleaning house, but sometimes it is advantageous to add an alkali to remove the dirt from ceilings and walls, and this can be done by the addition of a fixed amount, by weight or measure, to each bucket of water, of sal soda, aqua ammonia or Wyandotte compound.

When the ceilings and walls are cleaned and everything looks sweet and nice, the force is re-distributed. It does not take long for each department to catch up with the regular order and all feel happier, for the work accomplished shows for itself.

Six Sections Organizing

American Hospital Association Plans Division Meetings at Atlantic City Convention

The twentieth annual convention of the American Hospital Association, to be held at the Royal Palace Hotel, Atlantic City, N. J., September 24-28, will be the first at which the meetings will be divided into sections, each of which will arrange its own program. It is expected that the following sectional meetings will be organized: out-patient work, dietetics, administration, nursing, social service and hospital construction.

In addition to the program presented by these sections, announces Dr. W. H. Walsh, secretary of the organization, there will be several general sessions, at which subjects of general interest will be presented. With reference to the commercial exhibit, Dr. Walsh says:

"It will be particularly interesting this year because of the efforts being made by American manufacturers to meet the demands of the country for many hospital requisites formerly manufactured only in foreign countries. Every inducement will be offered to those engaged in these infant industries to display their products at our convention, and the United States Tariff Commission will be invited to inspect the display."

Putting Over a \$500,000 Campaign

Dr. C. W. Munger, superintendent of Columbia Hospital, Milwaukee, says regarding the recent successful money-raising campaign of that institution: "The campaign was held in November, 1917, close on the heels of a Liberty Bond campaign, a campaign for funds for the Young Men's Christian Association and another for the Red Cross. We started with the hope of raising \$500,000, and very easily made \$555,000 in a six-day drive. We think the reason for our success was that we had a definite need, which we stated, so that it could be appreciated by the public."

Is Too Good To Miss

Editor HOSPITAL MANAGEMENT: In some manner our copy of the February issue of HOSPITAL MANAGEMENT has been lost, and there were several articles which I had not read. Would it be possible to have another copy? I sincerely hope it will.—M. J. Curry, Manager Elizabeth Steel Magee Hospital, Pittsburgh.

Repair as Well as Clean Train Hospital Executives

Have Engineer and Carpenter Precede the Painter—Clean Operating Room at Night

By Jessie A. Horn, R. N., Superintendent Hahnemann Hospital, Chicago

How to keep a hospital in a big city clean is a problem. The free use of soft coal makes it impossible to have white ceilings stay white for a long time, and cleaning at frequent intervals is necessary.

There are three things to take into consideration in the general cleaning: that the routine work be disturbed as little as possible, that the work be done quietly, and that it be accomplished quickly, as few hospitals can spare many rooms at a time, with the present demand for hospital accommodations.

The policy of employing an all-time decorator who adapts himself to hospital conditions has proven very satisfactory, and if his work continues during the year, a room at a time, little confusion is experienced, provided the work is well planned.

When preparing a room for the decorator, do not use his valuable time for removing furniture, etc., as a houseman's time is worth less per hour.

After removing the furniture from the room, have the light fixtures and plumbing inspected by the engineer; the windows, doors, etc., repaired by the carpenter; all furniture and rugs carefully inspected, polished and cleaned, ready to return to the room when the decorator's work is finished.

Noise cannot be avoided altogether, but with well-trained assistance may be reduced to a minimum, and will scarcely disturb the patient in the adjoining room.

When cleaning office, reception rooms and halls, speed is the great object, and more men should be employed, that the routine may be disturbed for as short a time as possible, for no one can be perfectly agreeable while dodging ladders and stumbling over drop-cloths.

Time and trouble are saved if again the engineer and carpenter precede the painter. In small hospitals operating rooms, utility rooms, dining rooms and kitchens are very much inconvenienced when cleaning is necessary, and if possible this should be done at night, as often they are separated from the patient's rooms far enough that the necessary noise will not disturb, and routine work may continue in the day time.

In a city hospital there is no spring or fall cleaning; it is continuous, and only reaches a climax when summer comes and there are a few more rooms unoccupied, and this, therefore, is the opportune moment to clean.

War Service Committee Meets

The War Service Committee of the American Hospital Association met recently in Washington and later a conference with the staff of the Surgeon General of the Army was arranged. The matter of utilization of civil hospitals for the work of reconstructing soldiers wounded in the war was discussed.

Surgeon General of the Army Establishes Courses In Administration for Medical Officers

Special Washington Correspondence

The needs of the war have resulted in the establishment by the Surgeon General of the Army of courses of instruction for medical officers who, if they evidence administrative ability, are later placed in charge of Army hospitals, which are rapidly increasing in number. Candidates are given actual instruction in administrative matters under the supervision of competent hospital executives. The course also includes interpretation of the medical department manual and regulations covering control of Army hospitals.

Those graduating from these courses will be used not only in this country, but also in France, and they will be called upon to exercise both medical and administrative functions in connection with the institutions placed under their care.

WATCHING FOR EXECUTIVES

Discussion of the work to be done by those given courses of instruction in Army hospital management necessitates, in the view of Col. Robert Noble and Lieut. Col. Winford H. Smith, assistants to the Surgeon General, explanation in the way of steps being taken leading up to the same. These include not only the assignment of medical officers to training camps to be enrolled in the school of hospital management, but commanding officers of all camps are instructed to look out for medical officers who show special adaptation for administrative work, as executives, and such men, when found, are at once selected for this course of instruction.

The course includes thorough grounding in military sanitation and methods of military procedure; the types of medical department units, and the organization and equipment of the same. Special attention is given to executive work of a character in most favor with both military and civil hospitals, and in methods of administration. Those selected following completion of the courses of instruction as competent to have charge of an Army hospital must have demonstrated their capacity for handling, as suggested, all proper methods of sanitation, must know all sources of supply, what is necessary to obtain supplies, be familiar with requirements of all character of service in a hospital, and the requisite number of the personnel of all kinds, including doctors, nurses, enlisted men and civilian employees.

SUPPLIES ARE REQUISITIONED

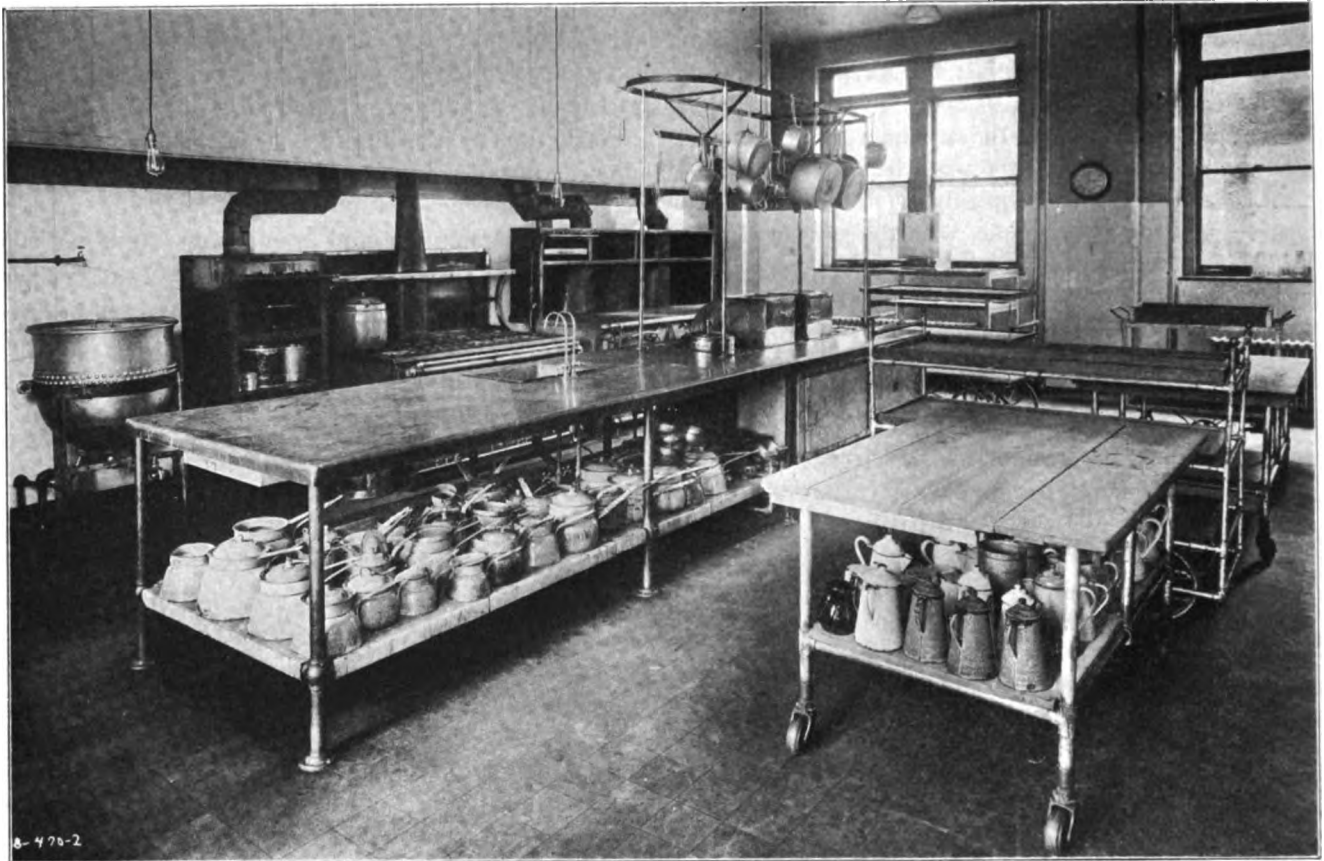
The Army hospital differs from the civil hospital, it is explained, in that all supplies are secured on re-

(Continued on Page 50)

Kitchen Efficiency Depends on Arrangement

Proper Lay-Out of Room, With Equipment Well Located,
Means Saving in Time and Labor and Better Service

By Lucile Stout, Dietitian, Evanston, Ill., Hospital



MAIN KITCHEN OF EVANSTON HOSPITAL,
Showing arrangement of equipment as indicated in Miss Stout's article.

For purposes of observation I once visited a large hospital, to study its system of work in the kitchens. Everything was done so quietly and methodically that I became interested. Observation soon showed that the arrangement of the kitchen and its equipment was a most important factor in bringing about this result.

In some other hospitals I have visited, I found that there was truly no system, for the arrangement was poor, and consequently there was neither efficiency, economy nor service.

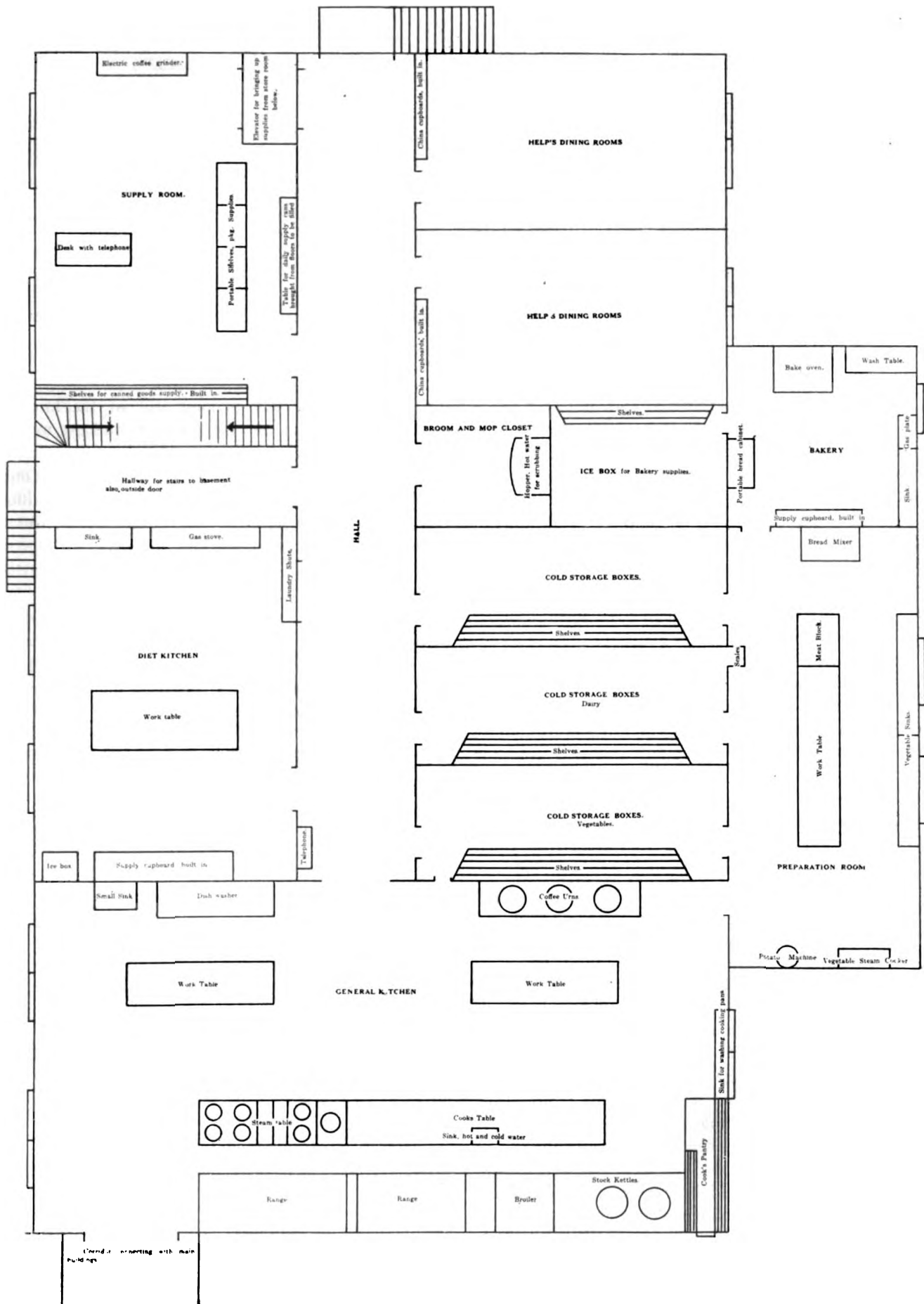
It is important to have the kitchen arrangement planned so that the results of each day's work will be evident in the economy and efficiency of the efforts of the individual worker.

We hear a great deal just now about time- and labor-savers, and perhaps this particular economy is looked for in the hospital kitchen more than in any other department. The one in charge of this department must have such supervision of every phase of the work that she will know what can be used to the best advantage.

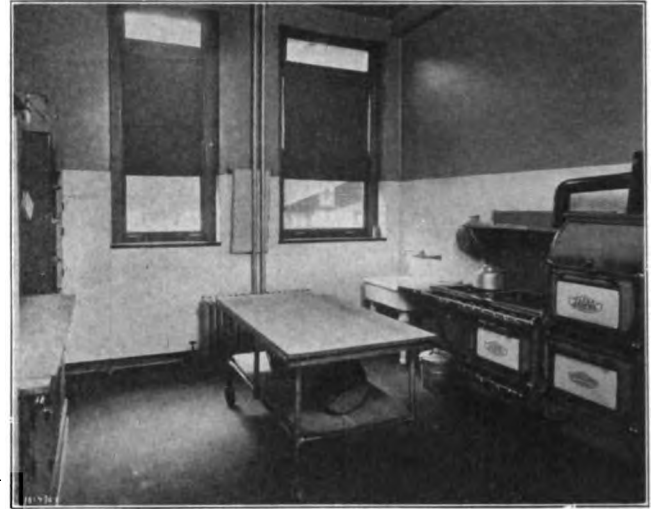
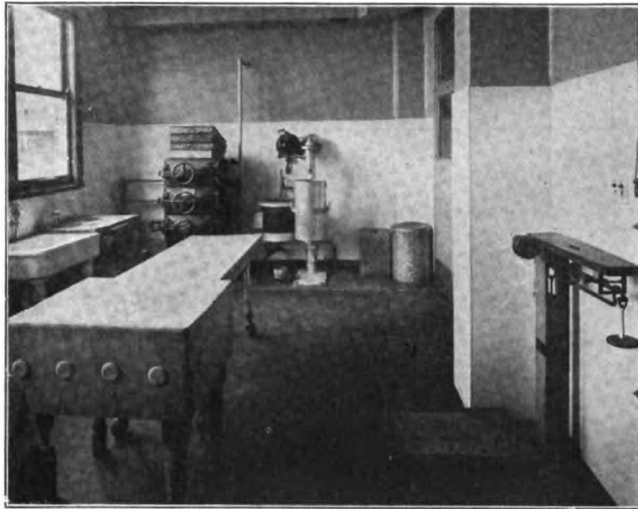
It is not necessary to speak of the importance of economizing in the use of time, for all have realized how the hands of the clock seem to move much faster than our own. In these days of specialization how can the kitchen have economy and efficiency without specialization of the work? We no longer have the faithful Mary, who worked fourteen hours a day, and made everything from soup to pie. Each one in the kitchen department should have her special work to do.

As every hospital has its own methods for meeting its problems, which in this department seem new every day, it is necessary to have the arrangement planned to meet the needs of that particular kitchen.

The cook's table should be equipped to meet her special needs. It should have a sink with hot and cold water for her individual use, and a rack for small kettles and other utensils needed constantly. The steam table, from which the food is served, should be a part of this table, so that anything removed from the stove can easily be put in the steam table and kept hot.



HOW HOSPITAL KITCHEN SHOULD BE LAID OUT FOR CONVENIENCE AND ACCESSIBILITY.



TWO VIEWS IN EVANSTON HOSPITAL KITCHEN
At the left is the preparation room; at the right the diet kitchen.

The cook's table should be near enough to the range to be convenient. The stock kettles and broiler may be under the same hood as the ranges are, and the escaping steam thus taken care of. If it is preferred not to have the ranges as near the wall as the diagram shows, they and the cook's table may be set out toward the center of the kitchen, leaving a space of several feet between the range and wall for the stock kettles, which can be separated by a tile partition. This is a very good arrangement for keeping the steam cooking separate, if desired.

There should be a cook's pantry as near to her table as possible, where the larger pans and kettles can be kept when not in use, and also her daily supplies of flour, sugar, seasoning, etc. A separate sink for washing kettles and other cooking utensils, and used for nothing else, should be near the cook's table and pantry, so that these may be kept cleared and the utensils washed and put away for use again.

The serving pans and steam-table kettles, in which the food is sent to the floors, should have special care, in that they must always be ready for use. They must be hot, so that the contents will be kept hot while being transferred from the general kitchen to the floor kitchens.

The best arrangement I have seen for this purpose is a cabinet with shelves, heated by steam, in which these kettles are put when returned from the floor kitchens, thus being ready to send out at the next meal. In the diagram I would have such a cabinet placed where the dish-washer is, as this is most convenient to the serving table. The dish-washer should not be in the general kitchen, as it causes unnecessary noise and dirt.

The coffee urns should be conveniently placed for those who put up the coffee orders.

With the exception of the cook's table, which is permanently placed, the kitchen tables should be on heavy rollers, so that they can be moved easily when cleaning the floor.

The most convenient arrangement of the kitchen equipment for those who have its care and use means efficiency and saving of time and labor. The kitchen should be equipped for the special work of each one employed there, and no work should be brought into the kitchen that does not belong to the regular force, as this causes confusion and loss of time.

All the preparation work should be done outside the general kitchen. A preparation room for this purpose solves many problems, taking away a good deal of noise and dirt. This room should have easy access to the meat and vegetable supplies. There should be a meat block for cutting and preparing the meats used each day, a general wash table and sinks for washing vegetables, and also the vegetable machine and steam cooker for vegetables. The meats can be unpacked and weighed in this room before being put in the cooler.

The bakery should be so entirely separate from the general kitchen that it can be operated independent of it. Just now, when there is so much to be done in the conservation of wheat foods, this is a most important department, and should have very careful supervision. The equipment and supplies for this department should be separate from those of the general kitchen and the pastry cook entirely independent of any other department than her own, which will require her entire time and ability. The possibilities of this department are really unknown to most of us, and development along this particular line is worth all the time we can give it.

Prior Shipments of Hospital Supplies

Dr. W. H. Walsh, secretary of the American Hospital Association, reports that following the submission of the question of the priority of shipments of hospitals supplies, the Director General of the railroads advised that special attention is being given to the expedition of such shipments, which are certified as being urgently needed for the care and treatment of the sick.

Wheatless and Meatless Menus Are Devised

Washington Hospital Co-operates with Food Administration by Having Its Dietitian Work Out Scientific, Well Balanced Dietary

By J. O. Skinner, M. D., Superintendent Columbia Hospital, Washington, D. C.

Conforming to the wishes and policy of the Food Administration, one meatless and one wheatless day per week have been provided for in the dietary of the population of our hospital, including officials, employees and such patients as may be inclined to subscribe to this policy, with the consent of their attending physicians.

Suitable menus, which are shown below, have been carefully prepared by our resident dietitian, Miss Lurena Van Dorn, who had at Battle Creek, Mich., where she graduated several years ago, and elsewhere, before coming to us, considerable experience in this always useful and necessary work, whose importance is especially evident at this particular time.

The menus indicate the nutritive value, in calories, of each article of food it contains, and the total number of calories for three meals provided for each person is quite sufficient and constitutes a wholesome ration for an average active individual. The food ration embraced in each menu has been properly balanced; that is, it contains its proper proportion of protein, fat and carbohydrates.

As there are over 7000 hospitals in the United States, exclusive of its dependencies and Canada, it will be seen how materially they could contribute to results of the national food conservation policy by adopting these meatless and wheatless days, to say nothing of the hygienic benefit the individuals so fed would themselves derive.

The menus have been applied here and found satisfactory to all concerned. They are guiding many from improper feeding to correct and satisfactory diet. The present war, with all its horrors, may, by the sheer force of necessity, in many instances, of food limitations, bring with it a disguised blessing in the form of a rational and scientific dietary.

The menus are as follows:

MEATLESS MENUS.

Breakfast:	Protein	Fat	CHO	Total
Baked apples	1	3	82	86
Rolls oats	11	9	50	70
Poached eggs	23	40	63	126
Bran gems	32	134	110	276
Butter	1	108	109	218
Coffee with milk	7	7	42	56
Top milk	22	66	34	122
Luncheon:	97	367	318	782
Bean soup	21	71	81	183
Macaroni and cheese	32	28	90	150
Combination salad	3	80	31	114
Indian pudding	13	39	46	98
Graham bread	20	12	104	136
Butter	1	108	109	218
Milk	22	66	34	122
Dinner:	125	316	607	1,048
Browned potatoes	3	9	38	110
Lima beans	74	97	249	420
Kale	7	51	9	67
Apricot sauce	7	3	140	150
Bread	20	12	104	136
Butter	1	108	109	218
Coffee with milk	7	7	42	56

Breakfast	97	367	318	782
Luncheon	122	404	386	912
Dinner	125	316	607	1,048
Total	344	1,087	1,311	2,742

Doctors and Graduate Nurses.

Breakfast:	Protein	Fat	CHO	Total
Baked apples	1	3	82	86
Rolls oats	11	9	50	70
Poached eggs	23	40	63	126
Bran gems	32	134	110	276
Butter	1	108	109	218
Coffee	1	1	8	10
Cream	5	95	10	111
Luncheon:	75	390	260	725
Cream of pea soup	37	64	96	197
Macaroni and cheese	32	28	90	150
Combination salad	3	80	31	114
Indian pudding	13	39	46	98
War bread	20	12	104	136
Butter	1	108	109	218
Milk	22	66	34	122
Dinner:	128	397	401	926
Creamed potatoes	16	57	74	147
Lima beans	74	97	249	420
Spinach	7	51	9	67
Pear sauce	2	2	162	166
Bread	20	12	104	136
Butter	1	108	109	218
Coffee	1	1	8	10
Cream	6	95	10	111

Breakfast	127	423	616	1,166
Luncheon	75	390	260	725
Dinner	128	397	401	926
Total	330	1,210	1,277	2,817

Help.

Breakfast:	Protein	Fat	CHO	Total
Hominy	12	3	99	114
Milk	22	66	34	122
Poached eggs	46	80	126	252
Graham gems	48	126	225	399
Coffee	1	1	8	10
Oleo	2	216	218
Luncheon:	131	492	366	989
Bean soup	12	30	36	78
Macaroni and cheese	18	42	120	180
Baked Indian pudding	26	78	92	196
Coffee with milk	7	4	17	28
Corn bread	24	27	189	240
Oleo	2	216	218
Dinner:	89	397	454	940
Browned potatoes	14	64	118	196
Lima beans	74	97	249	420
Apricot sauce (dried)	9	4	244	257
Bread	24	27	189	240
Oleo	2	216	218
Coffee with milk	7	4	17	28

Breakfast	130	412	817	1,359
Luncheon	131	492	366	989
Dinner	89	397	454	940
Total	350	1,301	1,637	3,288

WHEATLESS MENUS.

Breakfast:	Protein	Fat	CHO	Total
Prunes	2	0	114	116
Bran brose	10	8	38	56
Top milk	22	66	34	122
Corn gems	48	100	292	440
Coffee with milk	6	8	42	56
Butter	1	108	109	218
Luncheon:	90	289	520	899
Potato soup	5	16	38	59
Stew	25	24	35	84
Hominy	10	13	47	70
Gelatin	128	128
Milk	22	66	34	122
Corn bread	24	27	189	240
Butter	1	108	109	218
Dinner:	87	254	471	812
Browned potatoes	7	32	59	98
Pot roast	48	335	383
Baked onions	5	19	35	59
Coffee with milk	7	7	42	56
Apple sauce	1	3	101	105

War bread	20	12	104	155
Butter	1	108	109
Breakfast	89	516	341	946
Luncheon	91	289	520	899
Dinner	87	254	471	812
.....	89	516	341	946
Total	266	1,059	1,332	2,657

Doctors and Graduate Nurses.				
Breakfast:	Protein	Fat	CHO	Total
Prunes	2	114	116
Scotch brose	10	8	38	56
Poached eggs	23	40	63	126
Corn gems	24	50	146	220
Coffee	1	1	8	10
Cream	6	95	10	111
Butter	1	108	109
Total	67	302	316	685

Luncheon:				
Potato soup	5	16	38	59
Corn fritters	10	13	47	70
Lettuce and mayonnaise dressing	11	89	10	110
Gelatin	128	128
Corn and rye bread	24	27	189	240
Butter	1	108	109	109
Milk	22	66	34	122
Total	73	319	446	838

Dinner:				
Mashed potatoes	9	15	61	85
Leg of lamb	80	119	199
Baked onions	5	19	35	59
Peach sauce	2	2	164	168
Coffee	1	1	8	10
Cream	6	95	10	111
Rye bread	22	4	112	138
Butter	1	108	109
Total	126	363	390	879

Breakfast	67	302	316	685
Luncheon	73	319	446	838
Dinner	126	363	390	879
Total	266	984	1,152	2,402

Help.				
Breakfast:	Protein	Fat	CHO	Total
Rolled oats	16	15	75	106
Milk	22	66	34	122
Prunes	2	114	116
Coffee	1	1	8	10
Corn cake	48	100	292	440
Oleo	2	216	218
Total	91	398	523	1,012

Luncheon:				
Vegetable soup	18	66	88	172
Hash	76	148	264	488
Corn bread	32	36	252	320
Oleo	2	216	218
Coffee with milk	7	4	17	28
Total	135	470	621	1,226

Dinner:				
Baked beans	31	298	295	534
Rye and corn bread	36	28	224	288
Fried potatoes	12	58	104	174
Oleo	2	216	218
Dried peaches	1	1	128	130
Coffee with milk	7	4	17	28
Total	89	598	622	1,300

Breakfast	81	398	523	1,002
Luncheon	135	470	621	1,226
Dinner	89	598	622	1,300
Total	315	1,466	1,766	3,538

SATURDAY PORKLESS MENU.

Nurses.				
Breakfast:	Protein	Fat	CHO	Total
Baked apples	1	3	82	86
Corn flakes	7	1	67	75
Scrambled eggs	27	50	2	79
Bran gems	32	134	110	276
Butter	1	108	109
Milk	22	66	34	122
Coffee	7	7	42	56
Total	97	369	337	803

Luncheon:				
Barley soup	6	28	49	83
Boiled rice	13	1	113	127
Stew	25	24	35	84
Bread pudding	17	62	78	157
Milk	22	66	34	122
Bread	20	12	104	136
Butter	1	108	109
Total	104	301	413	818

Dinner:				
Baked potatoes	9	1	78	88
Steak	48	350	398
Mashed turnips	5	22	36	63
Canned fruit	1	1	128	130
Bread	20	12	104	136
Butter	1	108	109
Ten	1	1	8	10
Total	85	495	354	934

Breakfast	97	369	337	803
Luncheon	104	301	413	818
Dinner	85	495	354	934
Total	286	1,165	1,104	2,555

Doctors and Graduate Nurses.				
Breakfast:	Protein	Fat	CHO	Total
Baked apples	1	3	82	86
Corn flakes	7	1	67	75
Scrambled eggs	27	50	2	79
Bran gems	32	134	110	276
Butter	1	108	109
Cream	6	95	10	111
Coffee	7	7	42	56
Total	81	398	313	792

Luncheon:				
Barley soup	6	28	49	83
Boiled rice	13	1	113	127
Asparagus salad	3	19	18	40
Bread pudding	17	62	78	157
Milk	22	66	34	122
Bread	20	12	104	136
Butter	1	108	109
Total	82	296	396	774

Dinner:				
Baked potatoes	9	1	78	88
Steak	48	350	398
String beans	5	1	16	22
Egg salad	23	58	1	82
Canned fruit	1	1	128	130
Bread	20	12	104	136
Butter	1	108	109
Coffee	1	1	8	10
Total	108	532	335	975

Breakfast	81	398	313	792
Luncheon	82	296	396	774
Dinner	108	532	335	975
Total	271	1,226	1,044	2,541

Help.				
Breakfast:	Protein	Fat	CHO	Total
Baked apples	1	3	82	86
Corn flakes	7	1	67	75
Scrambled eggs	27	50	2	79
Bran gems	32	134	110	276
Oleo	1	108	109
Milk	22	66	34	122
Coffee	7	7	42	56
Total	97	369	337	803

Luncheon:				
Barley soup	6	28	49	83
Boiled rice	13	1	113	127
Stew	25	24	35	84
Bread pudding	17	62	78	157
Milk	22	66	34	122
Bread	20	12	104	136
Oleo	1	108	109
Total	104	301	413	818

Dinner:				
Baked potatoes	9	1	78	88
Steak	48	350	398
Turnips	5	22	36	63
Dried fruit	9	4	244	257
Bread	24	27	189	240
Butter	2	216	218
Coffee with milk	7	4	17	28
Total	104	624	564	1,292

Breakfast	97	369	337	803
Luncheon	104	301	413	818
Dinner	104	624	564	1,292
Total	305	1,294	1,314	2,913

How to Buy Soap

An authority in the hotel field has given some practical suggestions on soap buying, which are of interest at present, on account of the general shortage of soap. The first point to be considered is the percentage of water versus "real soap" in a given product. Moisture may vary from a minimum of 12 per cent to 25 per cent or more. High-grade soap is usually cheapest, though it may appear to be more costly because a higher price per pound is asked. Bar soap contains more filler than chip soap. Cheap soap is often strong in caustic soda.

An economical liquid soap for general cleaning purposes may be made by preparing a soap solution in the proportions of 15 pounds per cent soap, boiled by steam for half an hour in a 50-gallon tank, one-quarter filled with water. After boiling, the tank may be filled to the top with water.

How Funds of Hospitals Should Be Invested

Highest Rate of Interest Compatible With Absolute Safety Is
the Goal—Relative Merits of Stocks, Bonds and Mortgages

By S. W. White, Manager of Sales, Lee, Higginson & Co., Chicago.

The principles of investment governing hospital funds should be the same as those followed by life insurance companies and universities, inasmuch as the end to be achieved is to keep the money working at the highest rate of interest compatible with absolute safety.

A consideration of the safety feature immediately involves diversification of the investment. An examination of the most successful investment accounts shows that safety of the investment is best accomplished by purchases of carefully selected bonds and also of mortgages upon improved real estate or developed farm lands.

Of these two classes, bonds offer the more attractive field. They are deservedly a standard form of investment, on account of the convenient form in which they are issued, and also because the borrowers whose credit instruments are most desirable to the investor are accustomed to raise money through this medium. The mortgage, on the other hand, entails considerable red tape while in process of negotiation, whether the investor is buying or reselling.

DIVERSIFICATION OF INVESTMENT

Diversification of the investment is most easily obtained through bonds, inasmuch as the investor can secure not only the bonds of numerous different industries, but he can also lend his money to companies in widely separated localities. By this scattering of investments he is enabled to minimize his risk in the event of adverse conditions affecting any one business or any one locality.

The real estate or farm mortgage loan field does not offer such diversified opportunities to the average investor, although many life insurance companies make extensive purchases of farm mortgages, and achieve a geographical distribution of their investments by having representatives travel extensively in order to investigate their loans. This is of course worth while where investments are made on such a large scale, but it is out of the question for the average investment account, even of a large hospital.

The elimination of the personal element from bonds is in itself an advantage. In case of a crop failure or unexpected hardships, many a mortgage owner is accustomed to allow postponement in the payment of principal or interest on his mortgage; but the bondholder, in dealing with the impersonal corporation, confines his investment to a purely business basis, where the personal element cannot possibly enter and he can absolutely depend on his money being forthcoming on the day it is due.

Stocks as a rule are not suitable for the investment

of hospital funds. A stock represents an ownership interest in a corporation, while a bond represents a debt of a corporation and a preferred claim against its assets and earnings. Inasmuch as hospital funds are in the nature of a trust, the hospital should not become a partner in outside businesses through the purchase of stocks of those businesses, as its funds should not be jeopardized through any avoidable business risks, even for the sake of obtaining a high income return.

Many a hospital has all its funds invested in mortgages or enterprises of the community in which the hospital is located. This may very possibly prove disastrous, as poor business conditions affecting that locality in particular might easily become serious from the standpoint of the investment fund. Also, there are many localities where profitable opportunities for investment are not available, and the hospital should not allow local pride to affect its business judgment.

Inasmuch as bonds enjoy an open market and change hands freely, it is necessarily true that prices will fluctuate. This is of course of relatively small importance to a permanent investment fund, yet it is of potential value, inasmuch as the open market on bonds gives assurance that, should there arise an unexpected need for money, the bonds can be sold.

The day-to-day fluctuations in bond prices represent the result of supply and demand, rather than conditions affecting the intrinsic security of the bonds, so that a small decline should not occasion worry on the part of the bond-holder; nor should a small advance in price tempt him to dispose of his investment, merely for the sake of taking a small profit.

The conditions under which the managers of a hospital investment account should consider the sale of their holdings are when there is some reason for believing that the security of their bonds is in jeopardy, or when, on account of some special and technical reasons, the bonds which they hold can be sold at a price which is higher than is warranted by their intrinsic value. In the latter event the proceeds can be reinvested on a more favorable basis in a security of equal strength.

SOME GENERAL PRINCIPLES

In considering new investment purchases, the hospital board should keep constantly in mind certain general principles:

(1) Having satisfied itself that the proposed investment does not affect the general balance and diversification of the account as a whole, the question as to the safety of the principal is of primary importance, and, in this connection, whether the borrower will be able

(Continued on Page 52)

THE HOSPITAL ROUND TABLE

Thrift Stamps for Bonuses

The shortage of labor and the difficulty of holding good help are stimulating interest in the use of bonus systems for employees. In view of the importance of helping the Government to finance the war, it has been suggested that hospitals give bonuses in the form of thrift stamps and certificates. These represent not only investments of a very desirable character, but will encourage the employe to save a larger part of his wages in order to increase his holdings of thrift stamps.

The Minnequa Curtain

The window curtain used in Minnequa Hospital, Pueblo, Col., to which reference was made by Dr. Richard W. Corwin in a recent issue of *HOSPITAL MANAGEMENT*, is made of any washable material. There are four curtains and two rods for each window. One rod is placed at the top of the window case, and not fastened to the sash. The second rod is fastened to the case where the sashes meet. At the top of each curtain are sewed rings just large enough to slip easily on the rods. These rings need not be removed when the curtain is laundered. The rod fastenings should be of a sort that permit the rod to be easily removed or taken down. The principal advantage of the curtain is that it is noiseless and washable.

Tell What You Want

Asbury Hospital, of Minneapolis, which uses a folder styled "Facts About Asbury Hospital" in seeking support from the public, makes a point of listing the articles for which there is need. In this way those who desire to make donations are able to choose really useful things, which can be put to immediate and practical service.

Among the suggested gifts are table covers, dresser scarfs, bedside table covers, tray cloths, napkins, face towels, bath towels, pillow slips, operating room towels, comforters and quilts, bed pads, bath-room rugs, trays, bed spreads, baby baskets, kitchen utensils, etc.

Where necessary, the exact dimensions of the articles desired are given.

"Feed Food, Not Calories"

Dr. Robert J. Wilson, Director of the Bureau of Hospitals, New York City, and formerly president of the American Hospital Association, gives some interesting suggestions on relieving the monotony of sanatorium diets in a communication to the *Journal A. M. A.* Dr. Wilson says:

"In the sanatorium of the Department of Health of the City of New York, food is ranked second only to medicine in the treatment of the case. Plain,

wholesome food, approximating as nearly as possible home cooking in its preparation, is served.

"The menu is arranged to cover a period of four weeks, thus avoiding the weekly repetition of the same meals on regular days. The patient cannot prognosticate the roast beef day, the corned beef day, the lamb stew day, etc., as is the case in so many boarding houses.

"No restrictions are placed on the patients as to the number of helpings they may have, and scientific investigation of the value of the food is confined to the laboratories. When patients participate in scientific tinkering with the bill of fare, and are constantly reminded of the necessity of eating just the right amount of food for their weight and disease, they find it, though mentally predigested, robbed of its satisfying character because they have thought about it so much.

"The monotony of sanatorium diets is a question easily solved, the sanatorium frame of mind is just as easily established, and plain, wholesome food, partaken of by cheerful, hungry people without a thought of what it costs or of what it does except to satisfy, served intelligently, will never become monotonous.

"Feed food for its food value, but feed food, not calories."

Care of Aluminumware

Aluminumware manufacturers caution users against cleaning utensils of this kind with washing powder or soap that contains alkalis. This produces discoloration of the material. A good many soap manufacturers now specify grades that are intended for use with aluminumware.

In commenting on apparent discoloration of the metal from other causes, a leading manufacturer says:

"This condition is due to the fact that a deposit has been made on the inside of the utensil by water or food. Such discoloration is perfectly harmless. It may be removed by boiling in the utensil green fruits, particularly rhubarb.

"If food or grease is badly burned into the surface, pour hot water into the utensil, cover, boil hard for a few minutes, then remove by scraping with a wooden clothes-pin or a vegetable brush."

Noiseless Paving Sought

The Cleveland Hospital Council has asked the city to provide asphalt or wood block pavements in the vicinity of hospitals, so as to reduce the amount of noise. The city administration has agreed to do this wherever possible, and reports that improvements of this kind are to be made during 1918 that will benefit the German, Lutheran, St. Alexis and Glenville hospitals.

"Who's Who" in Hospitals

Personal Notes of Men and Women
Who Are Making the Wheels Go 'Round



FRED S. BUNN,

Superintendent Youngstown City Hospital and President of the
Ohio Hospital Association.

Mr. Bunn, who is president of the Ohio Hospital Association, conceded to be the liveliest state hospital organization of the country, will preside over its annual convention in Cleveland in May. He is one of the most popular executives in the country, and is keenly interested in everything that pertains to improved hospital administration. He is working for hospital standardization, along with other members of the association. Mr. Bunn's institution has put a base hospital into service, Youngstown being the smallest city in the country thus distinguished.

Miss Mary Frances Henderson, formerly superintendent of nurses at Allegheny General Hospital, Pittsburgh, and more recently with the Royal Victoria Hospital, Montreal, Can., was married January 5 to Dr. Francis O. Anderson, of Montreal.

Dr. Clara E. Hayes, who was recently appointed managing officer of the State Training School for Girls, Geneva, Ill., was for five years on the medical staff of Peoria State Hospital. The State Training School is a correctional institution for incorrigible and delinquent girls. It has a hospital cottage where cases of sickness are cared for by a resident physician and a nurse.

Miss Grace H. Camerson has been appointed princi-

pal of the training school of the Frederick Ferris Thompson Hospital, of Canandaigua, N. Y., of which Miss E. K. Kraemer is superintendent. Miss Camerson is a graduate of the Brooklyn City Hospital and formerly was in charge of the training school of the Barnabas Hospital, Minneapolis.

Miss Blanch Dickinson, who recently became superintendent of the Columbia, Pa., Hospital, is a graduate of the White Hospital, Ravenna, O., and a post-graduate of Cook County Hospital, Chicago.

Dr. R. P. Bachelor, formerly assistant resident surgeon at Johns Hopkins Hospital, Baltimore, has been appointed superintendent and surgeon in chief of Palmerton, Pa., Hospital.

Fred D. Jones has been appointed resident superintendent of Receiving Hospital, Detroit. He will have charge of the business administration of the hospital. Mr. Jones was formerly connected with Harper Hospital, Detroit.

Dr. M. L. Perry has been appointed superintendent of the Topeka, Kan., State Hospital, filling the vacancy caused by the death of Dr. Thomas C. Biddle. Dr. Perry has been superintendent of the Kansas Hospital for Epileptics at Parsons.

Dr. C. D. Cleghorn has been appointed superintendent of the Macon, Ga. Hospital, succeeding Mr. E. O. Nichols, who resigned to undertake Red Cross work in France. Dr. Cleghorn has been radiographer at the hospital.

The new Portage County Hospital at Ravenna, O., has been opened with Miss Katherine McConnell as superintendent and Miss Edna Mahan as assistant superintendent.

Rev. W. E. Fetch is general manager of the new McKinley Hospital, Columbus, Ohio, which is to be operated by a stock company, of which E. F. Shaffer is president.

Mr. A. E. Patten has been appointed superintendent of the County Hospital, Omaha, Neb., succeeding Mr. W. L. Nichols, who resigned.

Dr. John J. McDonald, superintendent of the Jersey City, N. J., Hospital, has resigned.

Miss Nellie George has been appointed superintendent of the Beloit, Wis., General Hospital, following the resignation of Miss Alcinda Johnson, who is entering Red Cross work.

Miss Veletta A. Kettering has been named as superintendent of the new Methodist Hospital at Mitchell, S. D.

Dr. Edward M. Green has been appointed superintendent of the Pennsylvania State Hospital for the Insane at Harrisburg.

Dr. Elliott Washburn, business manager of the Kansas City, Mo., General Hospital, has resigned, following a change of administration of the health board.

Rev. Carl Stubenvoll has been named as superintendent of Shawano, Wis., Hospital, which plans the erection of a new building.

Hospital Management

Published in the Interest of Executives in Every Department of Hospital Work

Published on the fifteenth of every month by the
CRAIN PUBLISHING COMPANY

INCORPORATED

608 S. Dearborn Street, Chicago.

G. D. CRAIN, JR.,
Managing Editor.

JOSEPH H. EVERSTON,
Advertising Manager.

SUBSCRIPTION PRICE : : : : : \$2.00 PER YEAR

OFFICIAL PUBLICATION, OHIO HOSPITAL ASSOCIATION

New York Office: Boston Office:
621 Broadway, Old South Bldg.,
JAMES KRIEGER, Manager. A. W. RINEHOUT, Manager.

Cincinnati Office:
First National Bank Bldg.,
KENNETH C. CRAIN, Manager.

Vol. V.

March, 1918

No. 2

Hospital Convention Calendar

Kansas Hospital Association, May, 1918.

Ohio Hospital Association, Cleveland, May 23-25, 1918.

American Association of Industrial Physicians and Surgeons, Chicago, June, 1918.

American Hospital Association, Atlantic City, N. J., September 24-28, 1918.

American Dietetic Association, Atlantic City, N. J., September 24-28, 1918.

Is Your Hospital A Pleasant Place To Be?

Although the hospital should logically be the leader in all things pertaining to sanitation and hygiene, one frequently hears criticisms of the way in which hospital buildings are maintained. Visitors comment on dingy walls, badly in need of paint; on lighting fixtures that have accumulated dirt and advertise a need of washing, and on other features that are not in accord with their ideas of the way a hospital, of all buildings, should look.

The impression which is made on those who visit the hospital either to see patients or for business purposes is of importance, but the impression made on the patients is of more importance. Recovery progresses more rapidly under favorable conditions as to environment, which is another way of saying that the patient whose outlook is upon a wall with cheerful but not glaring colors will be helped physically and mentally by it.

The study of the proper color scheme for walls and ceilings, backed by constant application of the sponge and the paint brush, will mean a hospital whose bright, cheerful, sanitary appearance will come close to establishing that condition of beauty which, the poet declared, is a joy forever.

A number of articles in this issue deal with the

subject of cleaning, painting and repairing, a seasonable feature, though not one that should have attention at but one time during the year. An important suggestion, which is well worth consideration by even the smallest institution, is that a resident painter be employed the year 'round, especially if his abilities are such as will enable him to handle other features of maintenance and repairs as well. The opportunity to repaint vacant rooms as opportunity offers, without disturbing the hospital service, is well worth taking advantage of.

Another features which should not be lost sight of is the importance of keeping the grounds in the best possible condition. Care of lawns and shrubbery, so that patients who are taken out-of-doors when weather conditions are favorable will really enjoy their surroundings, will prove an excellent investment of the labor and time involved.

Collecting the Cost Of Hospital Service

The Cleveland Hospital Council, in the annual report of the executive secretary, Mr. Howell Wright, which was recently made public, emphasized the fact that the principle of collecting the cost of hospital service has been approved by the chief of the medical department of the Industrial Commission of Ohio, which passes upon payments made to hospitals for the care of workmen's compensation cases.

The report calls to the attention of the hospitals the necessity of providing proper means for determining costs, so that proof of the correctness of bills rendered for service may be established. In other words, if the hospital asks the state or the employer to pay the cost of certain work, then it should likewise be in a position to establish beyond doubt just what that cost is.

The report states the matter effectively, as follows:

"There is no reason why hospitals should continue to do charity work for the state. At the same time the state is entitled to information as to patient and cost accounting. It is entitled to complete annual reports from all hospitals incorporated and operating under authority granted by the state."

Hospitals in practically all states where workmen's compensation boards are in a position to decide the allowance to be made for hospital service in cases of this kind will be guided to a large extent by the way in which the hospitals prove their claims as to the cost of handling this work. The hospital should have the right kind of accounting system, and should be able to say in a given case exactly what the expense involved in handling it was.

While the establishment of this plan is of special importance in connection with the operation of compensation laws, which touch the hospitals at many points, it is also evident that just as much benefit will flow from the use of a proper cost accounting system

in determining the proper rates at which to offer hospital service to the public.

A manufacturer does not sell his product at a pre-conceived price, but establishes the cost and then fixes the selling price. Even though the hospital is not operated for profit, it should use the same method in fixing the scale of charges for pay patients. Every case that can pay should pay the full cost of the service.

The Vocation of Hospital Administration

The Surgeon General's office has arranged for the training of certain medical officers in hospital administration, a definite course in this subject having been announced. This course is being given at Fort Oglethorpe, Ga., and Fort Riley, Kan., where the medical training camps are located.

The decision to provide specific training in hospital administrative methods is of interest, inasmuch as it indicates a realization on the part of the authorities at Washington that hospital work of this kind is a vocation in itself. Good hospital administrators do not happen; they must have the training to fit them for this important work.

More attention is being paid at present to the work done by hospital superintendents than ever before in the history of these institutions. It is being more clearly realized that in order to insure good medical and nursing service, the hospital must have efficient management. The success of the whole institution rests on the superintendent, because without proper administration the work in every direction is bound to collapse.

The action of the Surgeon General in training men qualified by temperament and ability to take charge of military hospitals in the details of this work is certainly in line with the necessities of the situation, and indicates appreciation of the importance of work of a purely administrative character.

Save Gauze By Reclamation

Special interest in methods of reclaiming used gauze has been aroused owing to the present shortage of this material, as well as other cotton surgical dressings. In the current bulletin of the American Hospital Association, Dr. W. H. Walsh, secretary of the association, says:

"The War Service Committee desires to call the attention of the civil hospitals in the United States to the very great shortage of gauze and surgical dressings at the present time. The demands of the Government are so great that this shortage will continue until these supplies will be obtained with great difficulty. All hospitals are urged to conserve by every possible means their supply of surgical dressings."

HOSPITAL MANAGEMENT has printed a number of articles with reference to the methods of reclaiming gauze, the plan in use at the Pennsylvania Hospital,

Philadelphia, of which Mr. Daniel D. Test is superintendent, having been especially successful.

The shortage that now prevails is so marked that one of the leading manufacturers recently advised HOSPITAL MANAGEMENT that its customers are now practically on rations in this respect. Hence the institution that reduces its requirements by reclamation methods is performing a patriotic service as well as instituting a practical economy.

Dental Clinics In Industrial Field

While not a few general hospitals have installed dental departments, and are providing service for patients who are found to be in need of it, it is interesting and significant to note that appreciation of the value of this work has been given most freely in the industrial field.

Companies that have established emergency hospitals and medical service for their employees do not lose much time in providing dental service, because the fact is soon established by physical examinations, record of absences from work and other factors that defective teeth are the source of a great many troubles of this kind. As a contribution to operating efficiency, therefore, the employer establishes facilities for dental service, and either arranges for the work to be done in his own hospital or for examinations which will indicate the character of the work, to be followed by treatment at the hands of an outside dentist, with whom special arrangements as to rates can usually be made.

The leading article in the Industrial Department of this issue of HOSPITAL MANAGEMENT describes the dental clinic operated in the women's garment industry of New York. It is unusual in that the employees themselves pay for the work, and the clinic is self-supporting, or nearly so. That this work has become an important and effective part of the service offered in programs of industrial health service ought to suggest in a very definite way the place a dental department should have in a general hospital, especially a free public hospital.

Notes and Comment

The Madison, Wis., General Hospital cultivated vacant lots in its neighborhood last summer, and not only obtained a large quantity of fresh vegetables, but canned 694 quarts of fruit and tomatoes and 260 glasses of jelly.

The Chester, Pa., Hospital has decided to appoint a dietitian. Mrs. J. Frank Black is president of the board of managers.

The Municipal Tuberculosis Sanitarium of Chicago, which maintains a number of dispensaries, has put these on a full-time basis, with notable results in improved work.

The Dallas, Tex., Baby Camp proved so successful that it has developed into a full-fledged hospital. Its new building, costing \$30,000, was recently opened.

INDUSTRIAL DEPARTMENT

Industrial Dental Clinic Is Self Supporting

Joint Board of Sanitary Control, Serving 85,000 Employes in
New York Women's Garment Industry, Establishes Facilities

By George M. Price, M. D., Director Joint Board of Sanitary Control, New York.

[EDITOR'S NOTE: Interest in dental service on the part of employers maintaining welfare and medical departments is growing so rapidly that readers of HOSPITAL MANAGEMENT will be interested in the following account of the Union Dental Clinic, which is maintained for garment workers in New York.]

During the last four years over 22,000 workers belonging to the International Ladies' Garment Workers' Union were examined in the medical clinic established by the Joint Board of Sanitary Control, an institution created in 1910 to supervise the safety and sanitation of 2,500 shops in the two industries under its control, and to preserve and promote the health of the 85,000 workers in these industries. The medical clinic is diagnostic as well as therapeutic, and is supported entirely by certain locals of the International Ladies' Garment Workers' Union.

The examination of 22,000 workers has disclosed the facts—(a) that at least 50 per cent of the workers suffer from bad, diseased and decayed teeth; (b) that only a comparatively small portion of these workers, suffering from bad teeth, are able to get decent dentistry at moderate charges; and (c) that the workers usually pay large sums for defective work on their teeth, most of such work tending to hide the dental defects by gold crowns and bridges.

At the suggestion of the labor leaders, and also the rank and file of the workers, a dental clinic for the workers in the union has been established by the Joint Board of Sanitary Control, and began work on May 7, 1917.

TREATMENT FOR FAMILIES

All members of the locals belonging to the International Ladies' Garment Workers' Union are entitled to be treated at the Union Dental Clinic. Treatment is also given to the wives, children and other relatives of the Union members.

From May 7 to December 31, a period of eight months or thirty-four weeks, there were treated in the clinic 958 patients, who received 3,930 treatments.

The average number of treatments given per week for the entire thirty-four weeks was 115; the average weekly treatments during the first twenty-one weeks was 89; and during the last thirteen weeks was 158.

The equipment of the clinic consists of three S. White Forsythe chairs and units, one Columbia chair, together with cabinets and instruments, a Waugh

X-ray apparatus, and other paraphernalia, installed at a total cost of \$3,545.05.

The clinic does all ordinary work, such as prophylaxis, extractions, fillings, root canal work, plates, etc. Fixed bridges and crown work are discouraged, only two bridges having been made in special cases during the eight months.

All work is done by appointments, which are from thirty to sixty minutes each.

The clinic is open from 10 a. m. to 9 p. m. daily, except on Fridays and Saturdays, when it closes at 7 p. m. and 6 p. m., respectively. During the summer months the clinic closed two hours earlier.

The X-ray apparatus is used quite frequently as an aid to diagnosis. Extractions are made by infiltration, also by conductive anesthesia. General anesthesia is hardly ever given, somnoform being used in preference to nitrous oxide gas. Root amputations and other surgical work are done when indicated.

The clinic employs one full-time dentist, working fifty hours per week, at a salary of \$50 per week, and several part-time dentists paid at the rate of \$1 per hour for every hour engaged.

CHARGED FOR AT COST

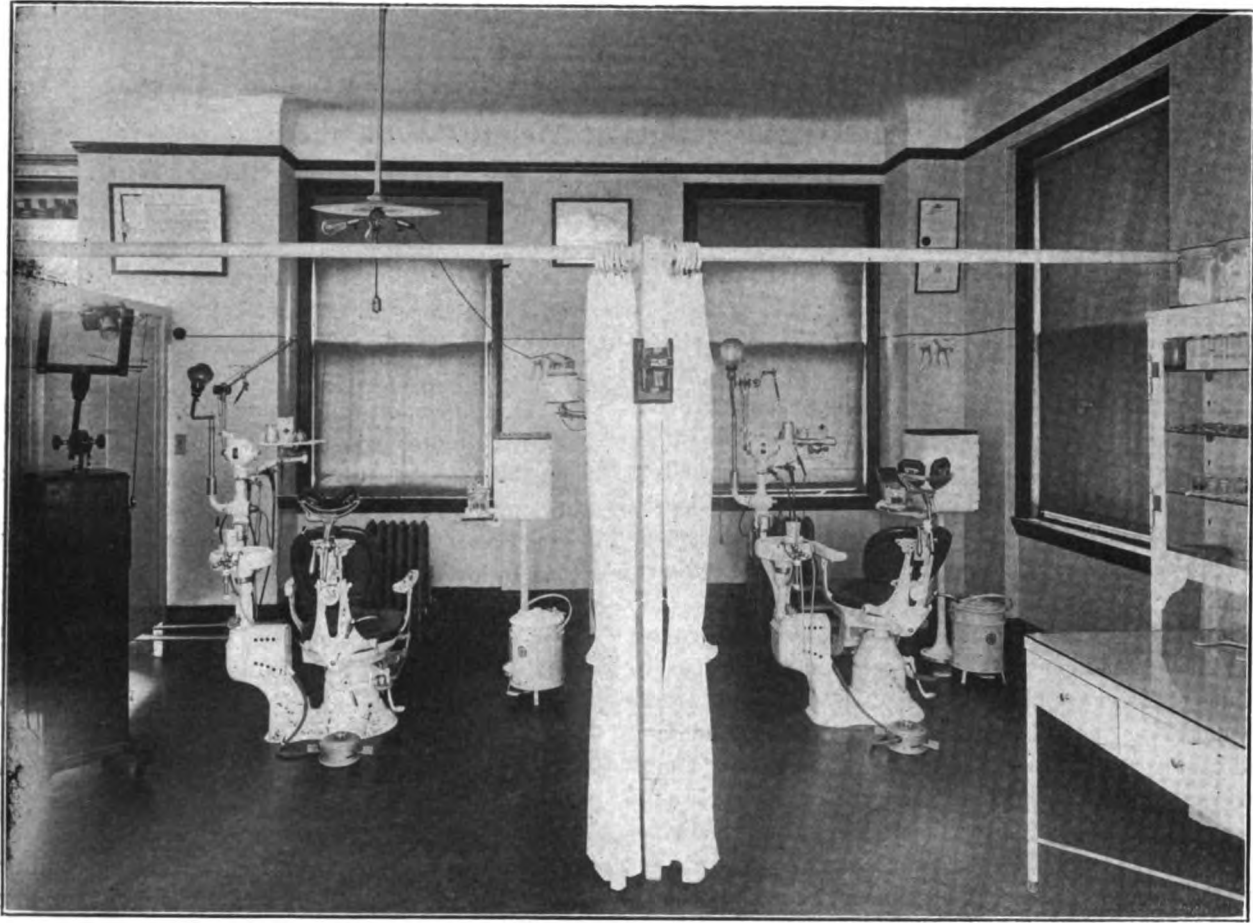
The dental clinic has been established as a self-supporting institution. The patients are charged for dental work at the approximate cost of the work.

Two dollars per hour is the basic charge, except when expensive materials are used, when \$2.50 per hour is charged. Extractions are charged for at 50 cents for infiltration and \$1 for conductive anesthesia. X-rays are charged for at 75 cents for single films and 50 cents for more than one. Plate work is charged for at from \$12 to \$15 and up.

The greatest difficulty experienced by the dentists of the clinic is to educate the workers in discarding fixed bridges and crown work and persuading them not to allow sound, or even slightly defective teeth, to be covered with gold crowns.

It is also very difficult to educate the workers to keep their appointments. The workers are usually not accustomed to appointments in medical and dental work, and frequently fail to keep them, thus causing loss of time to the dentists and loss of money to the clinic.

As most of the workers are occupied during the



UNION DENTAL CLINIC AND ITS EQUIPMENT

Women's garment workers in New York are given treatment of high grade at low rates. The clinic is self-supporting.

daytime, our clinic finds difficulty in filling the time of the dentists during the day, and we are compelled to have a number of dentists during the evenings and on Saturdays. At present the clinic employs three or four dentists on Saturdays, two and three every evening, and only one during the day.

As a whole, we believe the Union Dental Clinic fills a long felt want, has done pioneer work in industrial dentistry, is a great educational factor, has been appreciated by the majority of the workers and union leaders, and will prove an important educational institution of the Joint Board of Sanitary Control and a forerunner of similar institutions in other industries.

Sanitary Cuspidor Device.

The difficulty of keeping cuspidors thoroughly clean, and thus preventing the possibility of spreading contagious diseases, is very apparent. One of our members, reports the National Safety Council, has adapted the sanitary paper drinking-cup idea for the use of janitors in cleaning cuspidors. The plan is to use simply a sheet of paper of the proper size and texture, shaping it by crinkling the edges to fit the ordinary steel cuspidor (lining it), using a sheet of paper large enough so that a large rim is provided to bend over the edges and sides of the receptacle. The cuspidor with the paper lining is then filled with sawdust. The janitors in cleaning the cuspidors remove the entire paper lining containing the sawdust and replace it with a new lining and fresh sawdust.

The white collar provided by this method also serves to call the attention of the employees to the purpose of the receptacle. For the convenience of the janitor, an ordinary factory-truck is utilized, with two boxes built thereon—one box being used for clean sawdust and the other for the used paper containers and their contents. The new paper containers are folded in advance and placed on a shelf above the box containing the clean sawdust.

Prize Contest for Undergraduates

The American Association of Industrial Physicians and Surgeons has announced that it will award a prize of \$100 for the best thesis on any subject related to industrial medicine and surgery by any undergraduate medical student of the United States. The thesis must not contain more than 5,000 words. All theses must be in the hands of Dr. Harry E. Mock, secretary of the association, by May 1. His address is 122 S. Michigan avenue, Chicago. The annual meeting of the association will be held in Chicago in June.

Medical Work of the Texas Company

The Texas Company, one of the largest oil refining concerns in the country, has established emergency hospitals at its terminal and refinery in Beaumont, Tex. Dr. M. F. Bledsoe is surgeon of the company, and has general supervision over the work of the emergency hospitals. That at the terminal plant is in charge of Miss Ida Edwards, while Miss May Mosley is in charge of the hospital at the refinery. Welfare workers are also employed.

"Human Maintenance" Will Win the War

Plan for Federal Supervision of Medical Work and Standardization of Health Service for Employees Is Outlined

By Harry E. Mock, M. D., Chief Surgeon, Sears, Roebuck & Co., Chicago.

[EDITOR'S NOTE: The following is a portion of a paper on "A Human Maintenance Department for the Industrial Army," read before the Health Service Section of the National Safety Council at its 1917 meeting. Dr. Mock is now in war service, and his suggestions therefore come with special force.]

The conservation of the health, limbs and life of the industrial army is just as essential as the same conservation in the military army. A comprehensive plan of industrial medicine and surgery, established in a large industry or as a unit in the neighborhood of a number of smaller industries, is the best proven means for this conservation among employees.

A number of large concerns throughout the country have established medical and surgical departments in direct connection with their plants, in order to supervise health, prevent disease and accidents, and care for the injured among their employees. Some have extended the work to the care of the sick employees as well. The growth of industrial medicine and surgery during the last decade speaks for the effectiveness of these medical departments. Broad-minded as well as "hard-headed" business men say that their medical departments pay greater dividends than any other department in their plants.

Whenever these industries are forced to "speed up," as, for instance, during the busy season, there is usually an increase in the amount of sickness among the employees, and there is always an increase in the number of injured; in fact, the work in the medical and surgical department always increases in direct ratio to the increase in production. This is due, in a large measure, to the number of new workmen employed at such times. Proper supervision and prompt surgical care, however, reduce the sick and accident disability to a minimum, thus rendering an invaluable service to that industry during this period when an active working force is so necessary.

HUMAN MAINTENANCE DEPARTMENT

All industries connected in any way with the preparedness plans of the government are now in that state of "speeding up." Rapid production and output are the greatest essential now. Everything tending to increase efficiency is of paramount value and should be adopted at once. The workers—the great industrial army—form the very foundation of these plans for industrial preparedness, and therefore the Government should immediately form a human maintenance department for this army.

The human maintenance department in an industry must consist of the following:

1. A well-equipped doctor's office.
2. A medical and surgical staff, the size depending upon the number of employees.

3. A staff of industrial nurses to assist the doctors and to visit the sick employees.

4. A safety engineer or a safety committee from among the employees.

5. A connection with some good hospital for the care of the more serious cases.

The above are the essential requirements; many others may be added to facilitate the work.

The duties of the human maintenance department are as follows:

1. Supervision of the health of employees:

- (a) The examination of all applicants for work.

- (b) The periodical examination of all employees.

- (c) Protection from contagious or infectious diseases among fellow employees.

- (d) Protection from occupational disease.

- (e) Protection from faulty working conditions.

- (f) Protection from faulty living conditions.

2. Curative measures for sick employees:

- (a) Either by the medical staff of the industry, or

- (b) Supervision of the treatment rendered by the family physician.

3. Care of the injured:

- (a) Immediate treatment of all injured employees, no matter how slight the injury.

- (b) Proper hospital arrangements for after-care of the more seriously injured:

4. Prevention of accidents:

- (a) By safety appliances.

- (b) By co-operation between the surgeon and the safety engineer or safety committee.

In outline form, the above seems like a huge order, but by a carefully prepared system a fairly small staff can accomplish all this work, and the results obtained far more than compensate for the maintenance of such a department.

HIGH STANDARDS OF HEALTH NECESSARY

It is at once obvious that, during the war, at least, the Government should be very vitally interested in maintaining as high a standard of health as possible among the industrial workers of the country, especially those connected with industries preparing supplies for the Government. This same is true with all agricultural workers, and a similar plan could be extended to them.

Many new recruits must be added to the industrial army to replace those employees who go to the front as soldiers. The medical examination of these recruits for work, before they are employed, is just as

HYCLORITE

Concentrated Sodium Hypochlorite Solution

In the treatment of infected injury cases, sodium hypochlorites are rapidly being recognized by the profession as superior to other forms of antiseptics because they possess the following powers:

1. Complete removal of necrosed and devitalized tissue through solvent action. According to the work reported by Austin and Taylor, this solvent action is not found in the chloramin and di-chloramin type of antiseptic.
2. Rapid oxidation of toxins thereby quickly reducing pulse and temperature to normal.
3. Absolute control of dilution or strength of fluid, thereby eliminating possibility of irritation.
4. Rapid healing as a result of thorough cleaning of the wound and beneficial stimulating of cell activity.

HYCLORITE is a concentrated sodium hypochlorite solution which fills every requirement of a non-irritating solution for irrigation, swab or dressing.

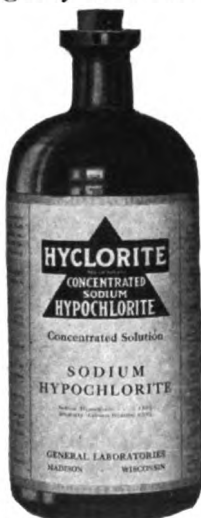
It has 8 to 10 times the strength of Dakin's solution. May be used undiluted. Effective in dilutions as high as 1-5000.

No testing is necessary with Hyclorite because it is prepared to a definite, uniform hypochlorite strength and alkalinity. Hyclorite keeps its strength much longer than Dakin's solution.

The alkalinity of Hyclorite is lower in the concentrate than that of Dakin's solution, tested by the hydrogen-ion-concentration method.

Hyclorite is always ready for immediate use. Just add water and apply.

Hyclorite has been adopted by many prominent Industrial surgeons and hospitals, because of its great strength, uniformity and remarkable keeping qualities. They report that it is effective and a great economy and convenience, especially in emergency work in first aid stations.



To Make Dakin's Solution with Hyclorite

Dakin's solution may be made with Hyclorite in five minutes, by adding one part Hyclorite to seven parts of water. This solution is correct as to hypochlorite strength and alkalinity (Dakin-Daufresne technic). No need to test or to add other chemicals.

Hyclorite has been accepted by the Council on Pharmacy and Chemistry of the A. M. A. as a New and Non-official Remedy.

Prices: 32 oz., \$1.25. Special discount to surgeons and hospitals.

Send for Sample and Literature

GENERAL LABORATORIES

5101 South Dickinson St.

MADISON, WIS.



In What Form Do You Use Iodine?

Industrial Hospitals, Physicians and Surgeons in general practice are getting splendid results with

IOCAMFEN

Iocamfen is extensively used in Military Surgery in the management of deep, jagged, soiled and infected wounds, as well as by numbers of surgeons in charge of workers in large industrial institutions, railroads, mines, stores, etc.

Iocamfen is an interaction product of Iodine, Camphor and Phenol. Contains about 7½% free Iodine, held in perfect solution without the aid of alkaline iodides, alcohol, or other solvent. Has greater stability and higher antiseptic action than Tincture of Iodine with better adhesion, greater penetration and healing qualities.

Camiosfen Ointment (formerly called Iocamfen Ointment) is prepared with IOCAMFEN and used where additional emollient action is desired.

Both products accepted by the Council on Pharmacy and Chemistry, American Medical Association.

Information and Literature from

Schering & Glatz, Inc.
150-152 Maiden Lane New York

HOW TO BUY LINENS

The matron of a big hospital once told us that her plan in buying supplies was to buy just as she would for a big family. A pretty good way, too.

That way of buying makes you consider quality and economy.

BAKER LINENS

We like to have people buy that way because we also consider quality and economy in Baker Linens.

The finest materials are made into the finished product by the most skillful operatives the country affords. Baker Linens have a finish that is soft and fine and delicate, yet strong and lasting under the hardest conditions.

They stand the wear of the hospital, which at best is severe, and return from repeated launderings as good as new.

There are reasons for Baker Linen Quality and Economy. When you want good linens, come to the "House of Baker Linens." Come or write today.

H. W. BAKER LINEN CO.

41 Worth St., New York City

752 So. Los Angeles St. Los Angeles, Calif. 453 Washington St. Boston, Mass.

important as the examination of the recruits for the military army.

In fact, no better plan of disease prevention among the civil population during the period of war could be adopted by the Government than this system of medical examination of the industrial workers, combined with a proper supervision of the medical care of the sick. Through the aid of the industrial visiting nurse and the other visiting nurse associations this supervision could be extended to the families of the workers and the families of the absent soldiers.

Many new industries are springing into being, due to the demands of war. Overcrowding of old plants and construction of new, temporary quarters are becoming necessary. New dyes, new chemicals are now being used. All of this demands proper medical supervision in order to protect the industrial army from sickness, injury, and especially new occupational diseases.

Federal control of all industrial medicine and surgery during the period of the war would mean a standardization of all forms of supervision of health and disease prevention, of all accident prevention, and of the best curative efforts for both the sick and injured. Such standardization would give the maximum of results now, and would add impetus to the great wave of disease and accident prevention which is sweeping the country. After the war, the conservation of human life among industries would be an established fact. The educational propaganda, which must of necessity go hand-in-hand with this movement, would spread to the families of the employees, and every community would be immensely benefited.

PLAN FOR STANDARDIZATION

The standardization of the medical and surgical work and its supervision and enforcement could be accomplished by the following plan:

1. Establish a board of industrial medicine and surgery under Federal control at once, consisting of
 - (a) An industrial surgeon.
 - (b) An industrial physician.
 - (c) An accident-prevention engineer.

2. List all industries (and their locations), preparing materials of any kind for the government.

3. Commission a medical officer in each district to supervise medical and surgical work, and the accident and disease prevention work, in each industry listed in that locality.

4. Commission a staff of industrial physicians and surgeons, safety engineers and industrial nurses to take charge of this work in one or more of these industries, under the supervision of the above officers.

Many industries already have their medical and surgical staffs. Commission these as medical reserve officers and bring them under the same system of supervision.

By making these physicians reserve officers the question of compensation could well be left to the industries and the insurance companies. The expense

Time Savers

Just now when dietitians and nurses have more duties than ever before, minutes count. Such helps in the kitchen, dining room, hospital ward or sick room as save minutes are surely worth accepting.

You may rely upon Jell-O as being one of these.

No cooking, no adding of sugar or other material, but everything ready for the finishing touch which is given in a minute.



LEMON JELLO

The easiness of the "process" of making gelatinous dishes from Jell-O has been a revelation to nurses in particular. The matter of *time* is one of very great importance, and so is the matter of finishing up a fine dessert or salad in a minute or two instead of half an hour or more.

Minutes Count

Not only do minutes count, but time spent in unnecessary "fussing" is worse than wasted, for it is attended with a desire to say bad words or kick something. When you have figured it out that time is saved by using the ready-made Jell-O for desserts and salads instead of "puttering" with different materials in attempts to get the same result, you will not need to be told that you save money too.

Cost Savers

For Jell-O costs only 10 cents a package, and that includes sugar and everything.

The 1918 Jell-O Book, just out, contains more new recipes than any has ever before and they are useful recipes. A copy of the book, beautifully illustrated, will be sent to you free if you will send us your name and address.

Jell-O is put up in seven pure fruit flavors: Strawberry, Raspberry, Lemon, Orange, Cherry, Peach, Chocolate.

10¢
a package

THE GENESEE PURE FOOD
COMPANY
LeRoy, N. Y., and Bridgeburg,
Ont.



PINEAPPLE BAVARIAN CREAM

"Saves HALF The Nurse's Time"

Prepares Hot Packs and Stoops in a jiffy! Light. Fluffy. Superheated!

"Sterilizes more articles in six hours than we had been doing in Two Days! Wouldn't be without for Double its cost."

The Gem—the ultra-sterilizer—has a dozen different uses. Prepares hot applications and dressings without wringing. Distills water. Sterilizes gauze and glass tubes. Built to handle blankets.

Only \$30.00 for the gas outfit. \$40.00 for electric. *The biggest sterilizer value ever offered.*

The packs are kept in an inner vessel thoroughly sterilized at 215° heat.

Two Weeks Free Trial.

Write for descriptive folder.

The Republic Mfg. Co.

1514 Prospect Avenue

Cleveland, Ohio



of installing such a system would be more than compensated by the results obtained.

With health supervision and the conservation of the limbs and lives of our great industrial army, and the supervision of their families which naturally follows, we have at hand the means of controlling disease, preventing epidemics, especially tuberculosis, which is so prevalent during a period of war, reducing the number of accidents and saving many lives of those who are injured.

A human maintenance department, therefore, for our industrial army is a real economic need, and would play an immense part toward winning the war.

Portable X-ray Apparatus

General Electric Company Designs Outfit for Use in War Service—Details Are Given

During 1917 the Research Laboratory of the General Electric Company made some experiments and developments in X-ray apparatus of general interest. The concrete result of these efforts was a portable X-ray outfit, in order that troops in active service at a distance from base hospitals might have the benefits of X-ray examination promptly available.

This was accomplished by a process of elimination through a series of tests which resulted in the final assembly of the most suitable products of several manufacturers which are used in connection with the Coolidge tube. Particular care was taken to pick out those elements which were in actual production and available for immediate use.

The equipment consists of a single cylinder air-cooled gasoline engine, direct-connected to a 1-kw. direct-current generator provided with slip rings, a main X-ray transformer, a filament transformer for lighting the filament of the Coolidge tube, a voltmeter and milliammeter, the necessary controls and switches and a special radiator type of Coolidge tube capable of rectifying its own current.

Variation of X-ray output is obtained by variations of engine speed. The carburetor of the engine is controlled through a solenoid and the necessary changes in speed are effected by means of a simple resistance unit, located at the head of the operating table when the outfit is being used.

For radiographic work the set will deliver 10 milliammeter at a voltage corresponding to a spark of 5 inches between points. For fluoroscopic work the current is reduced to 5 milliammeters, the voltage remaining the same.

Due to the rectification characteristics of the Coolidge tube, no separate rectifier is required. The entire equipment, including the operating table, can be rapidly assembled or disassembled for transportation, the complete set having a net weight of about 860 lbs.

The equipment here referred to constitutes the first American portable X-ray outfit of this capacity.



HOT-AIR BLOWER
Price \$17.50

Complete Apparatus for the Treatment of Burns by means of Resinous Wax Preparations

Special prices of Resinous Wax in quantities

Special sheet cotton for covering surface of burn—100 sheets to box, \$1.50 per box.

Feick Bros. Co.
807 Liberty Ave.
Pittsburgh, Pa.

Complete Equipment for First Aid and Emergency Hospitals



Paraffine Atomizer
Price \$12.00

"NATIONAL" HIGH PRESSURE STERILIZERS

3 SIZES

Hospital Capacity: 7,620 cu. ins.
Price: \$145

Medium Capacity: 2,475 cu. ins.
Price: \$85

Doctor's Capacity: 1,375 cu. ins.
Price: \$60

Complete, equipped with
Gas or Gasoline Burner or
Steam Coil, as Desired.



*Does Same
Work as an
Autoclave*

For Industrial Hospitals

Many features unite to make "NATIONAL" High Pressure Sterilizers the logical choice for industrial hospitals. Among these we may mention simplicity of construction and operation, ease with which they are kept clean, quickness of action, small space occupied, economy.

Surgeons and hospital experts who specify industrial hospital equipment should investigate fully the special adaptability of the "NATIONAL" Sterilizers for such service.

Those who request information along this line will receive unusually complete data.

The "NATIONAL" is sold by most reputable surgical dealers of the United States.

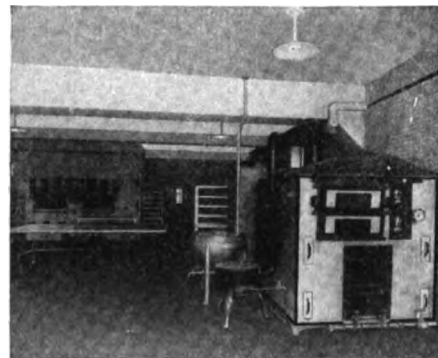
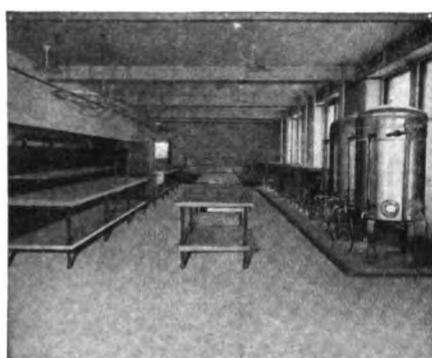
Used by the U. S. Army and the Red Cross.

Northwestern Steel & Iron Works

Capital Stock \$200,000.00

881 Spring Street

Eau Claire, Wis.



The Cook County Hospital Kitchen, Views of which are shown here is a noteworthy example of our ability to handle work of this kind. This equipment daily prepares, in a marvelously sanitary and satisfactory way, food for 1,800 patients. We also specialize in the complete or partial equipping of lunch rooms for industrial establishments. If you contemplate the installation of a hospital kitchen or a lunch room, or if you already operate either of these, you should get in touch with America's leading supply house in this line. *Write for catalog or ask us to send our representative.*

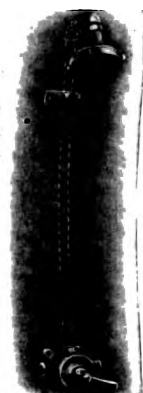


ALBERT PICK & COMPANY

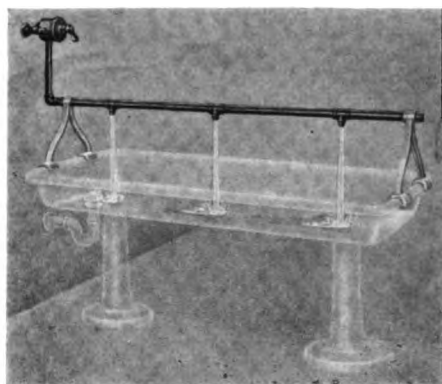
208-220 West Randolph Street, CHICAGO, ILLINOIS



Industrial Fixtures with Niedecken Mixer



Niedecken Industrial Shower \$2300



Factory Wash Sink with Niedecken Mixer Control

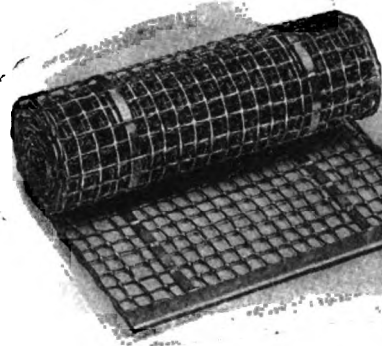
The **Niedecken Mixer** is pronounced by experts as being the most perfect device on the market

Note! We can furnish the Niedecken Mixer so that it can be supplied direct with steam

Hoffmann & Billings Mfg. Co.

Milwaukee, U. S. A.

WRITE FOR BULLETIN H M-15X



EXCELSIOR FIRM-FLEXIBLE UNIVERSAL WIRE GAUZE SPLINT can be molded by fingers

The Excelsior Splint marks a notable improvement in modern surgery. It has received its most gruelling test in war service. Many hospitals are now using it with splendid results for acute swelling, fractures, etc.

Always fits snug and retains its shape. Easily and quickly molded by hand to fit any part of the body. Affords complete protection, and immobility to the part to which it is applied.

The best dealers have it in stock. Write to us for literature.

Wright Wire Company
Worcester, Mass.

Branches: Boston New York Philadelphia Chicago San Francisco

Full stock carried by the following dealers:

Massachusetts—Moore & Company, Inc., Worcester.
Pennsylvania—Charles Lentz & Sons, 31 South 17th St., Philadelphia.
Illinois—Sharp & Smith, 155-157 N. Michigan Boulevard, Chicago.
Minnesota—Standard Medical Supply Co., 1006 W. Lake St., Minneapolis.
Michigan—The J. F. Hartz Co., 103-105 Broadway, Detroit, Mich.
Nebraska—The W. G. Cleveland Company, 1410-12 Harney St., Omaha.
Ontario—The J. F. Hartz Co., Ltd., 24-26 Hayter St., Toronto.
Texas—Kirby Instrument Company, 1817 Main St., Dallas.
California—Wright Wire Company, 111 Townsend St., San Francisco.
Oregon—Woodward, Clarke & Company, Portland.
Washington—W. C. Newton, Spokane.

Health Talks in Bulletin

American Seeding-Machine Company Gives
Employees Advice Regarding Right Living

The Richmond, Ind., plant of the American Seeding-Machine Company, whose Department of Health and Safety, directed by Mr. George Hodge, is doing remarkably good work, is publishing under the auspices of that department a monthly bulletin which is distributed to the men, and which has produced excellent results.

Practical discussions of health subjects are included in the bulletins. In the March number, for example, the subject discussed is "Hygiene at Middle Life," and the suggestions made include the following:

Between the ages of forty-five and fifty-five, for men as well as for women, there is an increased mortality. This fact indicates some undue and increasing strain in our existence, or a lessening resistance.

At this period in life there is a decreased physical exertion and an increased nervous activity. The latter is probably due to growing demands of business, social or domestic life.

At this time, when there is a lessened need for food, there is often an increase in its consumption, as a mere indulgence.

To meet this critical period successfully, certain principles of living should be followed.

After thirty-five, strenuous exercise should be followed with caution as the strain on the heart and circulation may be injurious. Walking, golf, hunting, fishing, etc., are all outdoor sports that can be followed into old age and are usually automatically self-regulated, so that over-exertion or undue fatigue is not likely to occur.

Cold bathing can easily be carried to an extreme, and should be avoided by those with circulatory trouble or hardening arteries.

As age advances, the consumption of meat and all flesh foods should be decreased and that of fruit and vegetables, especially those of bulky character and low food value, such as lettuce, tomatoes, carrots, turnips, oyster plant, water cress, celery, parsnips, should be increased. Constipation should be combated by proper diet as above outlined, exercise and the regular use of water between meals, especially before breakfast. Water at meals may prove constipating.

Form a habit of system and order in business methods. Avoid nervous worry over trifles. Follow some hobby aside from business and thus avoid a lopsided use of the brain functions. Practice self-control, as men and women break down during this period more frequently from the cumulative effects of worry and nerve strain over trivial matters, rather than from heavy cares and troubles.

To Study Industrial Health Conditions

Dr. L. B. Bristol, Commissioner of Health of Maine, writes regarding plans for industrial work in that state: "It is the purpose of the State Department of Health to take up as soon as possible the general study of industrial conditions in this state. I have had a conference with the State Commissioner of Labor on this problem. We also expect to follow up our study of health conditions in the Maine woods by an active campaign for the improvement of sanitary conditions associated with the lumber industry."

"Enjoyed as Well as Profited"

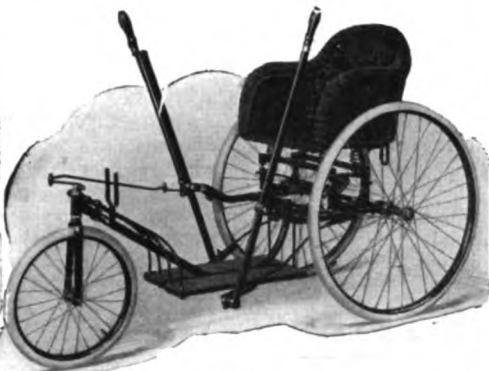
Editor HOSPITAL MANAGEMENT: Find enclosed money order for the renewal of our subscription. We have enjoyed reading HOSPITAL MANAGEMENT as well as profited by it.—Ann May Memorial Homeopathic Hospital, Spring Lake, N. J.

"Worthington Quality" Line



"John Hopkins" Hospital Special
No. 321-B

Full-bearing bicycle wheels. One-inch cushion. Rubber tires. All metal running gear frames. Patented adjustable foot boards.



Princeton Model K-10

Extra strong bicycle wheels. Tires $1\frac{1}{4}$ cushion rubber or $1\frac{1}{2}$ pneumatic. Patented adjustable levers, foot boards or treadles, and seat adjustable to any position or reach.



The "Solid Comfort" No. 9940-A

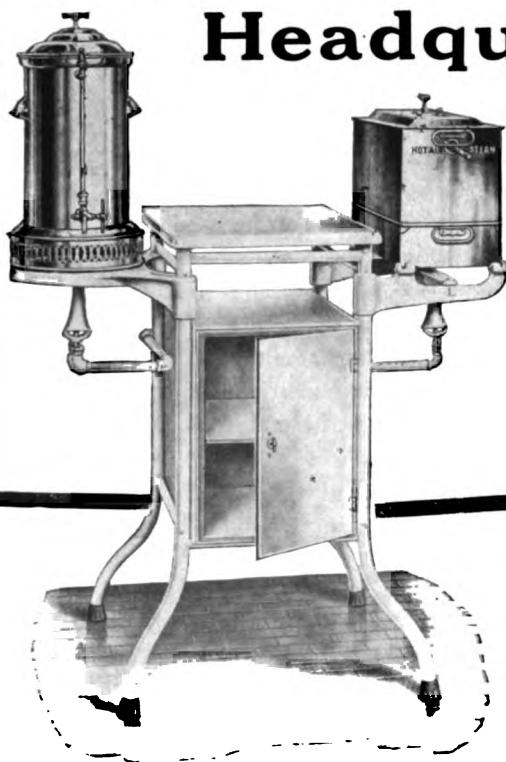
The body is full floated on elliptical springs. Semi-swivel front wheels. The easiest-riding and easiest-operated push chair made.

Chairs For Invalids—Machines For Cripples

The most complete and up-to-date line in the world. Ask for Catalog No. 20

The Colson Company, Elyria, Ohio, U. S. A.

Come to Sterilizer Headquarters



No matter what your sterilizer requirements may be, you can find just the right equipment you need in the CASTLE line. Every kind of sterilizing equipment for physician's office, industrial hospital and general institution. Furnished mounted or unmounted; for gas, gasoline, alcohol, steam or electricity.

Write for the CASTLE Catalog fully illustrating and describing our complete line. Ask about our consulting service.

WILMOT CASTLE CO.

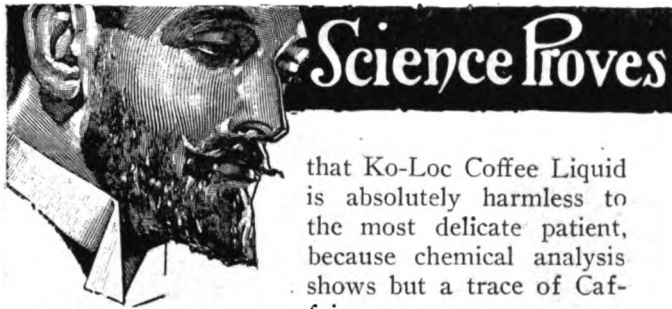
804 St. Paul St.

Rochester, N. Y.

Makers of the Largest Line of Sterilizers for Hospitals, Physicians, Dentists and Laboratories

Industrial Hospital Size

Requires very little floor space. This outfit consists of a sterilizer for water, a combination sterilizer for instruments and dressings, an aseptic sheet steel cabinet for storing dressings, cotton, gauze and other supplies, and a table with porcelain enamel top. Built of heavy cold-rolled copper. Nickel-plated and highly polished. Tray is furnished to handle instruments.



that Ko-Loc Coffee Liquid is absolutely harmless to the most delicate patient, because chemical analysis shows but a trace of Caffeine.

Yet the taste, aroma and color of delicious Ko-Loc are exactly similar to Caffeine—Poisoned Coffee!

Dietitians Find KO-LOC Invaluable

not only as a time, labor and money-saver when used as a beverage, but as a most delightful flavor for Puddings, Ice Cream, etc. Costs less than Coffee.

Order a gallon of Ko-Loc today—try it a week—if it fails to please send it back—no cost to you. \$3.10 a gallon. F. O. B. Laboratories, Ford City, Pa.

Write for booklet

KO-LOC LABORATORIES
Jenkins Arcade, Pittsburgh, Pa.

NURSES' OUTFITTING ASS'N INC
425 Fifth Avenue at 38th Street—New York

READY TO WEAR

Colored Uniforms	from \$2.35
White Uniforms	from \$3.00
Caps	from .15
Collars	from .15

*Cuffs, Aprons, Bibs
Surgical Gowns at
Moderate Prices~*

ALSO
MADE TO ORDER

Send for Catalog A I

Antiseptics for First Aid

Standard Materials That Should Be Used
and How to Prepare and Apply Them

By Surgeon R. M. Woodward, United States Public Health Service

[Editor's Note: The following is taken from a discussion of antiseptics in connection with "First Aid to the Injured," which is part of a book on "Prevention of Disease and Care of the Sick," issued by the United States Public Health Service. While written for the general public, it contains suggestions of value to first aid men. The document may be obtained on request].

The antiseptic that is most apt to be at hand or most easily obtained is alcohol. It should be diluted with water, making a mixture of 1 part water and three parts alcohol. Where alcohol cannot be obtained, whisky or brandy, which contain about 50 per cent of alcohol, may be obtainable. Some experiments have recently been made in the San Francisco Federal Laboratory by officers of the United States Public Health Service, showing that whisky and brandy are very good antiseptics.

Tincture of iodine, usually known by the layman as simply "iodine," is one of the best antiseptics known at the present time. Its power is far greater if applied to a dry surface than to a wet surface. A dry sterile dressing over it is preferable to a wet dressing, as the wet dressing lessens its power and is apt to blister the skin. Too much iodine may also blister, and it should therefore be diluted with an equal part of alcohol.

An antiseptic much used in hospitals is bichloride of mercury or corrosive sublimate. It can be purchased in tablet form, and each tablet added to a pint of water makes a solution of a certain strength. The strength that is safest for the layman to use is 1 part of bichloride of mercury to 5,000 parts of water. This is an excellent antiseptic. It is a deadly poison, however, if taken internally, and should therefore be handled with care.

Peroxide of hydrogen has become a favorite and popular antiseptic. Its power in this regard is weak, but it is a cleansing agent and can be employed as a dressing in the absence of anything better. It tends also to stop oozing of blood in a wound where no large vessels are cut.

Pure carbolic acid should be obtained if possible, and as a dressing for wounds should be made into a solution of 1 part of carbolic acid to 100 parts of hot water.

Compound cresol solution is a very serviceable antiseptic solution, as it readily dissolves in cold water and is as powerful as carbolic acid solutions of the same strength. It may be employed in 1 per cent solutions for any purpose for which an antiseptic solution is required. It is especially good for sterilizing instruments, as it does not injure them.



Some Dishwashing Facts—

The Crescent Dish Washer can wash all of the dishes used in your institution in less time and at less cost than would be possible with any other machine or method.

It can wash everything that is used on the dining table—cups, plates, platters, and butter chips. Yes, and even the silverware, too.

Not only that but they won't require towel drying, either. Every dish will be sparklingly clean and dry—ready for the cupboard the moment it leaves the Crescent.

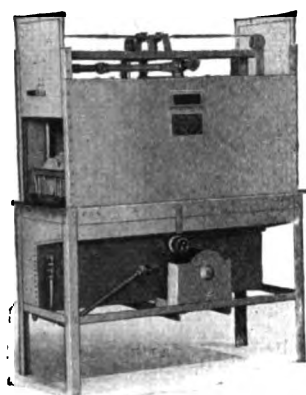
These are the features that are of paramount interest to every hospital superintendent.

Let us tell you all about the others. Let us tell you how the Crescent can wash the daintiest china without chipping or breaking a single dish.

Let us tell you all about Crescent simplicity, low cost and economical operation.

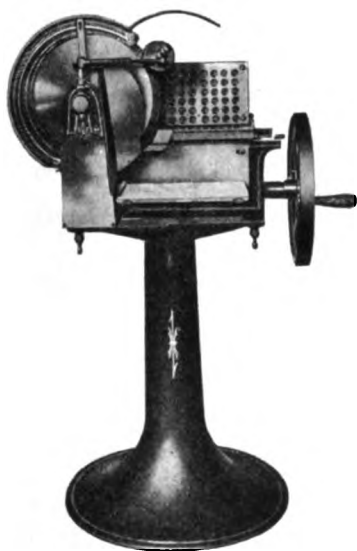
**A Post Card Brings the Facts
Without Any Further Obligation**

Bromley-Merseles Mfg. Co., Inc.
215 West Superior Street, Chicago



A few of the hundreds of hospitals that use and endorse the Crescent:

BETHESDA HOSPITAL,	Cincinnati, Ohio.
CITY HOSPITAL,	St. Louis, Mo.
FORD HOSPITAL,	Omaha, Neb.
GERMAN HOSPITAL,	New York, N. Y.
LYING-IN-HOSPITAL,	Chicago, Ill.
MILWAUKEE TUB. HOSPITAL,	Milwaukee, Wis.
MT. SINAI HOSPITAL,	Cleveland, Ohio.
NEW YORK HOSPITAL,	New York, N. Y.
ROCKEFELLER BASE HOSPITAL,	New York, N. Y.
ST. LUKE'S HOSPITAL,	New York, N. Y.
ST. MARY'S HOSPITAL,	Detroit, Mich.
WESLEY HOSPITAL,	Chicago, Ill.



DON'T WASTE YOUR MEAT!

Do away with hand slicing and install the American Slicing Machine. You then will have uniform slices of even thickness.

You can slice any kind of boneless meats—hot or cold.

You can cut to the very end of the meat—and utilize every particle.

**30% to 50% More Slices
to the Pound**

Let us tell you how you can do it. Send the coupon for full particulars—and we will tell you how you can cut down your meat costs.

American Slicing Machine Co.
209 South State Street, Chicago

American Slicing Machine Co.,
Chicago, Ill.

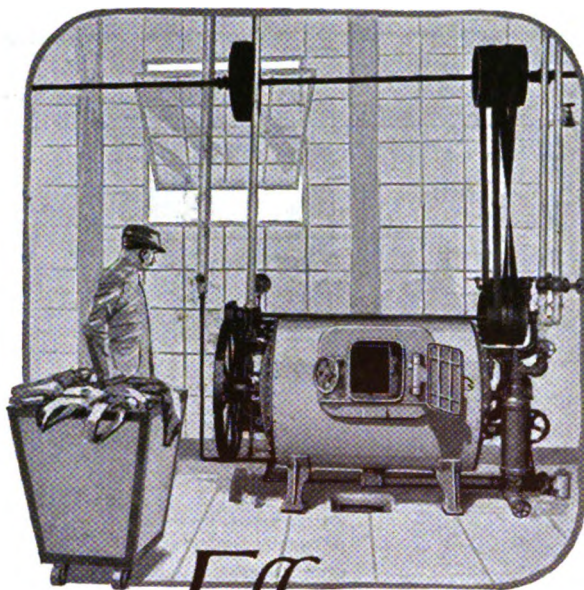
Gentlemen:—Please mail us catalog
and give particulars about your cash
discount and easy terms.

Name

Address

Worker's Health Habits

Suggestions for Daily Routine Are Outlined as Basis for Individual Practice



Effective Sterilization saves Your Bandages

Wash your gauze, bandages and dressings by a process that will **effectively** sterilize them, make them softer, more desirable for use than they were originally.

New York Hospital, Roosevelt Hospital and many other institutions equally well known were saving thousands of dollars in this way before the war began.

Now with prices nearly doubled this saving is vastly larger. It may amount to from \$8,000 to \$10,000 a year in a fair sized institution.

The American High Pressure Sterilizing Washer exposes the goods to steam at 320 degrees Fahrenheit under 75 pounds of pressure.

An exhaustive report of an investigation made at the Rockefeller Institute by the Lederle Laboratories shows that this treatment completely destroys infection.

Send for a reprint of this report.

The American Laundry Machinery Company

New York Cincinnati Chicago San Francisco

What are the health habits that an industrial worker should acquire instinctively and exercise spontaneously? To establish set rules about health habits would be a Herculean task; in fact, such rules would often work harm. Such matters must be decided for each individual as determined by experience and the need of the body. A daily routine, flexible in character so as to admit of a wide range of application, would furnish a practical means of safeguarding health, commensurate with the needs of any individual. To this end, the following outline is offered as suggested by W. H. Allen, in his book, "Civics and Health":

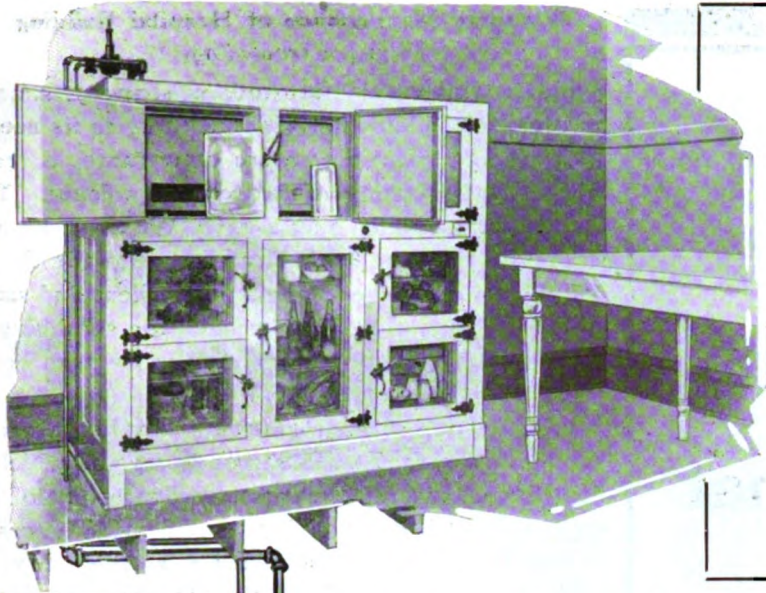
1. Throw the bedding over the foot of the bed.
2. Close the window that has been open during the night.
3. Drink a glass of water.
4. Bathe the face, neck, chest, armpits (finishing, if not beginning, with cold water), and particularly the eyes, ears, and nose. If time and convenience permit, bathe all over.
5. Cleanse the finger nails.
6. Cleanse the teeth, especially the places out of sight and hard to reach.
7. Breakfast punctually at a regular hour. Eat lightly and only what agrees with you.
8. Visit the toilet; if impracticable at home, have a regular time at business.
9. Have several minutes in the open air, preferably walking.
10. Be punctual at work.
11. As your right by contract, insist upon a supply of fresh air for your workroom with the same emphasis you use in demanding sufficient heat in zero weather.
12. Eat punctually at noon intermission; enjoy your meal and its after-effects.
13. Breathe air out-of-doors a few minutes, preferably walking.
14. Resume business punctually.
15. Stop work regularly.
16. Take out-of-door exercise—indoor only when fresh air is possible—that you enjoy and that agrees with you.
17. Be regular, temperate, and leisurely in eating the evening meal; eat nothing that disagrees with you.
18. Spend the evening profitably and pleasantly and in ways compatible with the foregoing habits.
19. Retire regularly at a fixed hour, making up for irregularity by an earlier hour next night.
- 20, 21, 22. Repeat 4, 6, 8.
23. Turn underclothes wrong side out for ventilation.
24. Open windows.
25. Relax mind and body and go to sleep.

For Emergency Surgery

The use of Iocamfen in first aid work has developed considerably of late, surgeons in charge of workers in the industrial field reporting that it is an excellent antiseptic and prophylactic against infection, and can be used without irritation until healing is complete. It has also proved valuable in military surgery in the management of deep, jagged, soiled wounds and of fractures, contusions, etc. Iocamfen is an interaction product of iodine, camphor and phenol.

Dr. Loren A. Hyde has been appointed superintendent of the Marion County Hospital for the Incurable Insane at Julietta, Ind. He succeeds Dr. Benjamin S. Potter.

Miss Anna Casey has resigned as superintendent of the Haywood Hospital at Maysville, Ky.



This Machine Does Away With the Iceman!

**One User Saves \$15.00 per Week
Another Saves Over \$400.00 per Year
ON ICE BILLS!**

Connect this machine with one or more refrigerators you now have and do away with the ice problem and its nuisance and expense. Place it in the basement or any out-of-the-way place—and it will inexpensively furnish pure cold dry air of 40 degrees or less temperature for perfect preservation of milk, butter, fruits, vegetables, meats and all other perishable food. Keeps raw or cooked food in sweet, fresh, crisp, wholesome condition. Freezes desserts, custards, etc.

PAYS FOR ITSELF IN ANY HOSPITAL

No matter how large or small your institution, the McClellan Refrigerating System can save enough on ice bills and food spoilage to pay for itself in a short while. You can attach this machine to the main refrigerator, to the refrigerators in the diet kitchens, to drinking water coils, or the ice cream freezer. You can also attach it to an ice freezing cabinet that will supply you with 50 to 100 pounds of pure ice for table and other uses.

The food situation and ice problem as they affect hospitals make the installation of this machine especially imperative NOW. Write us today—tell us your requirements and capacity—and we will tell you exactly what this machine will do for you and what it will cost. We can arrange a monthly payment plan, if you so desire. Ask for literature.

**4 Years of
Successful
Service in
all Kinds of
Installations**

Very simple in operation. Can be started and stopped by opening and closing a water valve like an ordinary faucet. Built in all sizes for any size hospital.

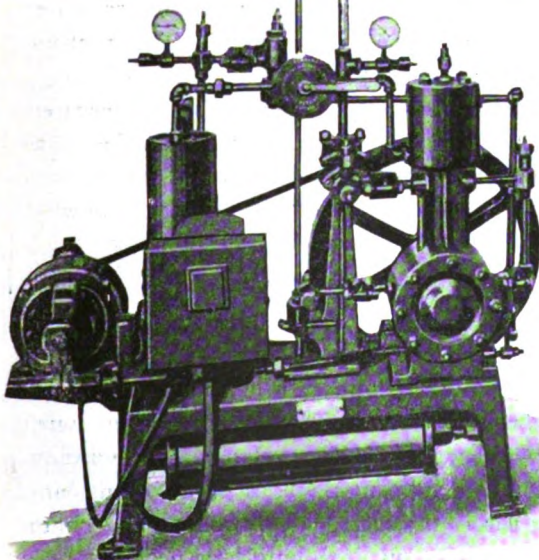
**McClellan
Refrigerating
Machine Co.**

**564 W. Adams St.
Chicago, Ill.**

Illustration
shows 20
Pounds of
Ice Frozen
in Freezing
Chamber of
Ordinary
Refrigerator

**McClellan
Refriger-
ating
System**

**The
Modern
Cold
Storage
Plant**





I've Found That

"Fibrotta"

is the finest material in the world for fire pails.

They will not swell, warp, rust, leak or fall apart. Once a pail, always a pail—never a sieve.



You can be sure that "Fibrotta" fire protection is efficient and economical. "Fibrotta" fire pails are approved by National Board of Fire Underwriters. Write today for catalog.



CORDLEY & HAYES
COOLER HEADQUARTERS
8 Leonard Street, New York City

Planning Maintenance of Hospital Building

(Continued from Page 19)

quire it, while wood furniture is stripped, stained and revarnished at intervals, according to its needs.

The floors of corridors are of terrazzo, covered with a cork matting or battleship linoleum. The linoleum is scrubbed once a day. We use a Finnell scrubbing machine on our terrazzo and tile floors, including that in the kitchen. It is silent and satisfactory in operation. The rest of the scrubbing is done by hand, a good grade of laundry soap being used.

We buy our soap in quantity, carrying a year's supply on hand. This is stored in a room which is kept dry and warm, the moisture drying out of the soap, so that it becomes hard and firm. The result is that it lasts well in such usage as this. My experience is that drying out the soap before using it saves at least 50 per cent. In buying soap, select a reliable manufacturer, and require that a 16-oz. bar, such as is bought for cleaning, shrink no more than 4 oz. in the drying process. This soap may also be used for dishwashing and other work in the kitchen.

CLEAN DURING THE DAY

Forty cleaning women are employed in this hospital for such work as that referred to. They are under the supervision of the matron and do their work during the day. They work eight hours a day, being on duty at such times as the work can be done most conveniently. Part of them come on at 5:30 a. m., while some work as late as 6 or 7 p. m., if necessary.

Vacuum cleaners are used in the rooms for cleaning rugs. We use a stationary vacuum cleaning outfit, located in the power plant, and with outlets on each floor. Floors in the rooms are cleaned by brushes, with soft cloths over them to take up the dust.

Basement floors and other out-of-the-way places are swept. Instead of buying sawdust, which would cost at least twenty-five cents a barrel, we save our coffee grounds, and use them instead. This method has been very satisfactory.

The painting department keeps the fire escapes and other iron work in good condition. They are cleaned when rusty with a steel brush and are painted with an asbestos or other good iron paint. Once a year is often enough to repaint the fire escapes.

WINDOWS WASHED WEEKLY

We have our own window washers, two in number, who are equipped with safety belts. They wash all windows once a week, using neither soap nor ammonia, but clear, warm water, which is applied with sponges and squeegees. They also replace window shades, repairs being made by a handy-man employed for that purpose. We purchase the shade material in rolls and cut it to length as needed.

THE Hobart

Bread Crumber

Meat and Food Chopper

Coffee Grinder

Tool Grinder

Vegetable Slicer and Kraut Cutter

Colander Assembled with Receiving Bowl

Model 180-B

Regular equipment.
One 80 quart bowl,
one 30 quart bowl,
four beaters and
whips, and one
bread dough arm.

Efficiency in the Kitchen

Full efficiency in a hospital kitchen represents so much money saved. You secure this efficiency with a Hobart Electric Mixer, which saves time, steps and labor and does things well.

When you have a Hobart meals cost less. They are ready when they should be. Eggs and potatoes go farther. Just think what a Hobart and its attachments does:

Mixes doughs for bread, cakes, pies and pastries. Whips and beats eggs, cream, fillings, dressing, marshmallow. Mashes potatoes. Grinds coffee and spices. Chops meat and food. Slices fruits and vegetables. Crumbs bread. Grates cocoanut. With pulley attachment, operates ice cream freezer.

The Hobart has three speeds, operated by clutch and speed lever, like an automobile. A complete electric unit ready to attach to your wires. Quiet running. All moving parts enclosed or protected.

Built in several sizes—complete description and literature on request. Ask for Catalog A.

The Hobart Manufacturing Company

47 Penn. Avenue,
Troy, Ohio

An Essential Item of Kitchen Equipment

is a "Perfection" Power Freezer. Make room in your kitchen for it, and begin to note the saving in labor, the improvement in the product and the reduced expense. Your help will like it because it is easy to operate. You can locate it in your preparation room, where it will be out of the way, but ready for use whenever needed.



"Perfection" Power Freezer

The Cherry line of ice cream and dairy machinery is the most complete in the world. No matter what your requirements, we can suit you. The right size and capacity for your hospital are shown in our new catalog. Write for it today on your hospital stationery.

J. G. Cherry Company
Cedar Rapids, Ia.

Great Food Saver

Saves \$50 to \$200 per month on Meat Bills. New Meat, Food and Vegetable Chopper which cuts the Meat, Vegetables and Food fine, without mashing or tearing them.

Saves the juice and all nutritive qualities of the food. Saves 200% to 600% of time and labor.

Makes the finest Sausage Meat out of your tough and cheaper cuts of meat. Utilizes left-over meat and foods by converting them into hash, croquettes, salads, hamburger steak, veal loaf; vegetables for soup.

This machine will pay for itself in a few months. No kitchen complete without it.

Write for catalogue and prices.



John E. Smith's Sons Co.
Buffalo, N. Y.

Two carpenters are on the permanent payroll, and handle most of the equipment repairs. This work, like other similar items, is authorized by means of requisitions. The carpenters take care of repairs on the building, such as repairing doors, locks, etc., and handle repairs of equipment, such as wheel chairs, splints and furniture of all kinds. They also build new cupboards and shelves, set glass and keep shears used in the linen and bandage rooms in good condition. Both men are excellent cabinet-makers, and have a well equipped shop, in which supplies such as glass, putty, hardware, lumber and similar materials are carried. It is part of the duty of the carpenter to keep the roof in repair, though as we have a tile roof, which is given over partly to sun parlors, very little trouble has been experienced.

In connection with the maintenance of the building comes the disposal of waste. Drip pans are placed under pumps and engines to catch the waste oil. This is filtered and used over again. All waste paper is baled and is held until a sufficient quantity is accumulated to enable a good price to be realized. Newspapers and magazines are tied in bundles, as this kind of paper brings a higher price. Nothing is burned or thrown away that can be used for any purpose. The application of this principle saves many dollars in the course of the year's work.

Keeping the building in good condition, so that the hospital constantly presents an attractive appearance and service is not interfered with, demands, first, an organization to do the work, and, second, constant attention to see that minor defects are noted and taken care of as they may develop. A stitch in time saves nine, and this is true nowhere as in building maintenance.

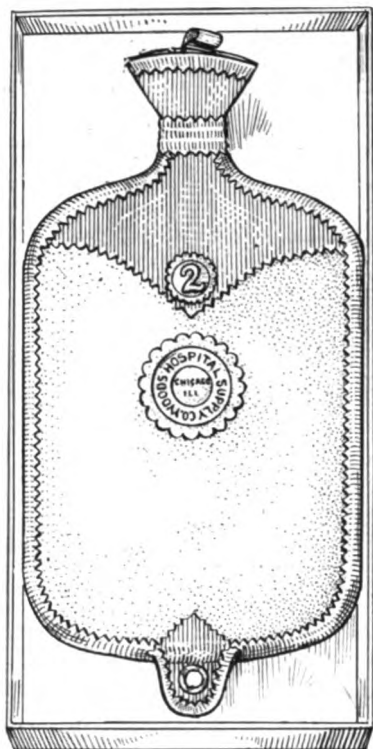
Join the Association

Regarding membership in the American Hospital Association, Secretary Walsh says:

Hospitals and their executives need the services of the American Hospital Association and its War Service Committee much more urgently during the present world war than during peace times. There are many weighty problems intimately affecting you and your hospitals that will be decided largely upon the advice of the representatives of this association; and if you have any desire to assist in shaping the policies that will be advocated, you should become a member of the association, and thereby add your advice, counsel and aid to those who are giving so much of their time for your interest.

Hospital for Contractors

Mason & Hanger, railroad contractors whose business extends all over the South, have established a medical department in charge of Dr. A. E. Sayers. The concern is now handling a construction job at Nashville, Tenn., and provided an emergency hospital there, in charge of Dr. J. A. Haiman. Major operations are handled at a local general hospital. Arrangements have been made for ambulance service and other details for taking care of injured men promptly and efficiently.



**QUALITY
2 YEAR GUARANTEED
HOT WATER BOTTLE**

ONE FREE

with each dozen

Take advantage of this unusual and limited offer TODAY!

Send in your order for one or more dozen of these high quality Hot Water Bottles and receive with each dozen an additional Bottle WITHOUT CHARGE.

These Hot Water Bottles are the best value on the market at \$12.50 per dozen. Each is full 2-quart size. Hand made Maroon, CLOTH inserted. Will give splendid service.

YOU ARE PROTECTED BY THIS LIBERAL GUARANTEE—ANY BOTTLE WEARING OUT BEFORE 2 YEARS WILL BE REPLACED OR MONEY REFUNDED.

\$12.50 per dozen is a low price for these bottles and the "ONE FREE" offer is UNPRECEDENTED. Here is your chance to stock up. PLACE YOUR ORDER NOW.

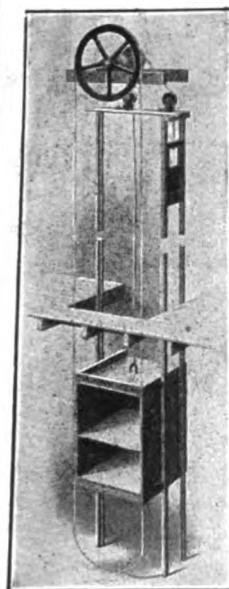
\$12⁵⁰
Per dozen

Woods Hospital Supply, Inc.

Manufacturers' Agents

180 N. Market Street, Chicago

Get Our Price on "Tax Free" Alcohol



Paragon Automatic Dumbwaiter Complete, ready to erect.

Get a Dumbwaiter

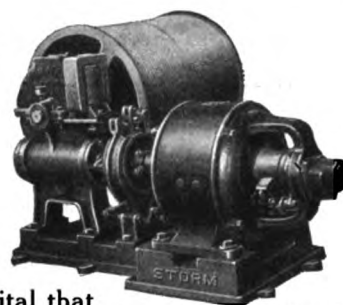
That is Suited to Your Exact Requirements

Let us design an elevator or dumbwaiter for your hospital that will do exactly the work you require. We manufacture no stock sizes of cars. Every device is especially made for your own specific service. For over 30 years we have been specializing on elevator construction—and we have equipped many hospitals with our superior dumbwaiter service.

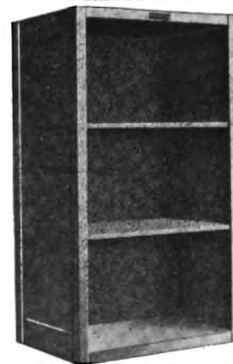
Paragon Dumbwaiters have a wide reputation for sturdy and simple construction and efficient operation. Be sure you get these qualities in the dumbwaiters that YOU install.

The complete STORM line includes hand power trunk lifts, invalid lifts, sidewalk elevators, freight elevators, brass tube elevators, hospital elevators and ash hoists. Also electric elevators and dumbwaiters.

Ask for bulletins and full description. Let our Engineering Department cooperate with you. Write us today.



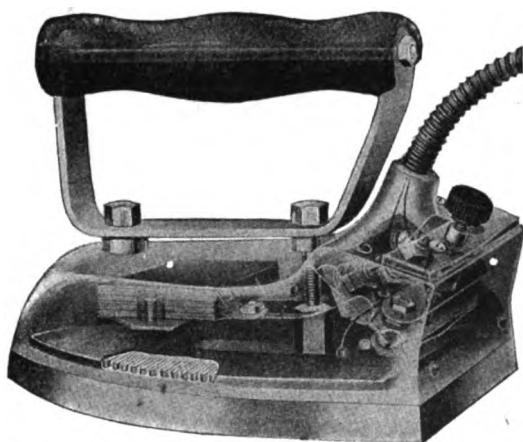
Type W Machine Electric Dumbwaiter.



Steel Car.

Storm Manufacturing Company
40-50 Vesey Street, Newark, N. J.

"THE IRON WITH SELF CONTROL"



Phantom View Showing Interior of Iron

A Turn of the Key Does It

It works automatically, delivering exactly the heat you need, no matter how heavy or how light your ironing. Any temperature between 300 and 600 degrees F. can be maintained.

It Saves Current

Because when the desired temperature is reached the iron itself automatically shuts off the current. It gives an even flow of heat to all parts of the ironing surface, and will not burn out.

It Saves Time

Because the irons can be heated before the ironers arrive, morning or noon.

Especially Suitable for Hospital Use

Sold Exclusively by

The Fry Brothers Co., Dept. H
105-115 E. Canal Street
CINCINNATI, O.

*Everything for the Laundry Department—
Soap—Starch—Soda—Supplies.*

THE FRY BROS. CO., Dept. H,

Cincinnati, Ohio. Date.....1918

Please ship at once—

.....7 lb. Automatic Electric Irons @ \$7.00 each.

.....9 lb. Automatic Electric Irons @ \$8.50 each.

Voltage..... Current.....

Name

Address

Train Hospital Executives

(Continued from Page 21)

quisition through the medical supply department upon the Quartermaster Corps, and are not purchased by the officer in command of a hospital, thus eliminating this administrative feature from the course. These requisitions are made upon the nearest medical supply depot.

The operation of an Army hospital, those in training are taught, is managed by an administrative staff composed of the commanding officer and an assistant or adjutant; a quartermaster who handles the supplies, usually detailed from the Quartermaster Corps; a registrar, a medical property officer, a mess officer, who must know food values, and a dietitian, whose duty is to supervise the preparation of foods so that patients are given only what is proper for them.

The standard Army hospital consists of 1,000 beds, such a hospital calling for a staff of thirty-five medical officers, 100 graduate nurses, 200 enlisted men and civilian employees to the necessary number.

There are now thirteen general Army hospitals, with bed capacities running from 150 to 1,700, and thirty-three post or base hospitals. Other hospitals will be established, and those now in existence expanded, as the requirements of the service demand.



CLEAN UP!

100% CLEAN

Start NOW with Samoline. It's the thorough cleaner for flat painted walls, white enamel, porcelain, hardwood floors, brass, nickel, kitchen utensils and **everything** about the hospital.

Samoline is absolutely sanitary.

Samoline is economical to use.

SPECIAL OFFER

The regular price of Samoline is \$2.00 per gallon.

To hospitals who order direct from this advertisement—THIS MONTH—we will ship a dozen gallons for the price of \$15.00 f. o. b. Chicago.

This is a tremendous saving.

Samoline is guaranteed. No charge if not satisfactory.

USE THE COUPON.

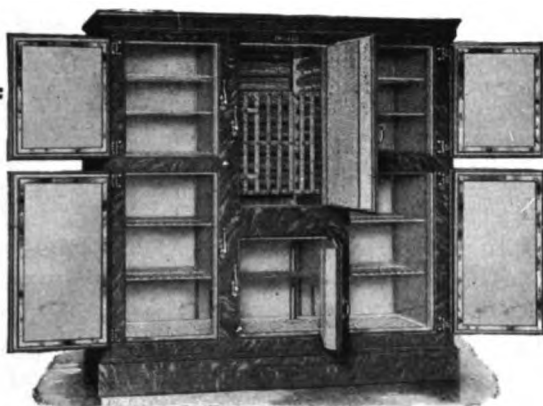
The Samoline Corp.
136 W. Lake St.
Chicago

The Samoline Corp., 136 W. Lake St., Chicago.

As per your special offer, please ship us one (1) dozen gallons of SAMOLINE CLEANER, at \$15.00 net, f. o. b. Chicago. I reserve the right to return same if not satisfied.

Name

Address



MCCRAY SANITARY REFRIGERATORS

Are Used in Hundreds of Hospitals

The exclusive sanitary feature and the McCRAY Patented System of refrigeration, by which foods are kept in perfect condition, make the McCRAY Refrigerator the most desirable for use in Hospitals.

FREE PLAN SERVICE

We will gladly furnish blue print on Floor, showing just where a McCRAY Refrigerator can be placed most advantageously. Special sizes are built to order. Send for Catalog.

No. 51 for Institutions and Hospitals.

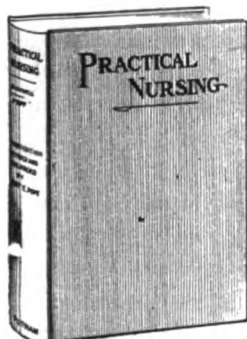
No. 93 for Residences.

McCray Refrigerator Co.

867 Lake St.

Kendallville, Ind.

Agencies in All Principal Cities.



120,000 Copies
Printed

PRACTICAL NURSING

by

Anna Caroline Maxwell

Supt. of Presbyterian
Hospital

School of Nursing,
and

Amy Elizabeth Pope

Instructor in the
Presbyterian Hospital
School of Nursing

Third Edition
Re-written and Enlarged
ILLUSTRATED
Cr., 8 mo. 873 pages
\$2.00 Net
Postage additional

THE SCHOOL NURSE

A survey of the Duties and Responsibilities of the Nurse in the Maintenance of Health and Physical Perfection and the Prevention of Disease Among School Children.

by

Lina Rogers Struthers, R. N.

Graduate of Hospital for Sick Children, Toronto, Can.; Post Graduate of Royal Victoria Hospital, Montreal, Can.; Supt. of School of Nurses, New York City, 1902-1908, etc.

With 24 Illustrations

Price. \$1.75 net. Postage additional.

Adopted by the Board of Education, Chicago, Ill.
Educational Department

G. P. PUTNAM'S SONS

2 WEST 45th ST., NEW YORK CITY



Whole Grain Bubbles

Every Food Cell Blasted

Puffed Grains are made by Prof. Anderson's process, to accomplish the acme of easy digestion.

Puffed Rice and Wheat are whole grains puffed to eight times normal size. Corn Puffs are pellets of hominy puffed to raindrop size.

They are puffed by steam explosion, by being shot from guns. The steam is created by subjecting the grains to an hour of fearful heat.

Thus the trifle of moisture inside each food cell is changed to superheated steam. When the guns are shot these cells explode. A hundred million steam explosions occur in every kernel.

**Puffed
Rice**

**Corn
Puffs**

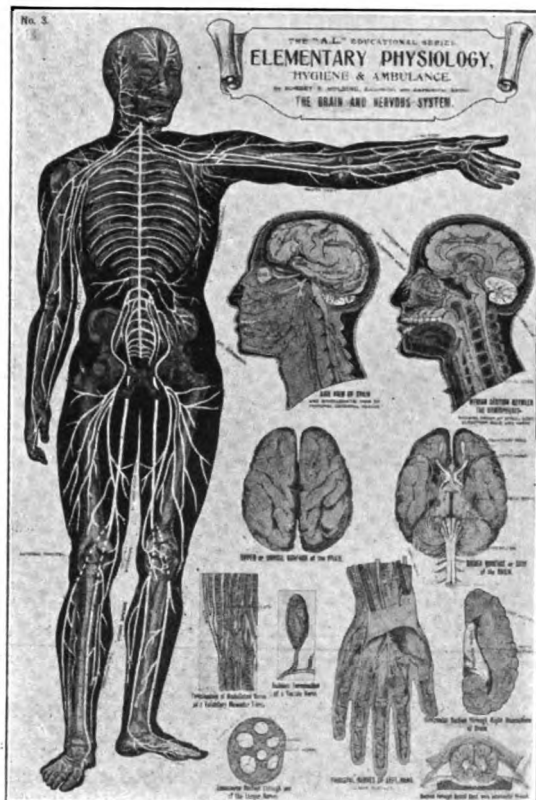
Puffed Wheat

Each 15c Except in Far West

These grains are fitted for digestion as grains never were before.

They appear as toasted bubbles, flavory, flimsy, porous. They are fascinating dainties. And they are cooked thrice better than the average grain food.

In many a case you will, we think, consider such foods advisable.



NEW LARGE CHARTS

For Nurse Training Schools

**Ready for
Immediate
Delivery**

**We Ship
on
Approval**

DENOYER-GEPPERT CO.
PUBLISHERS

460 East Ohio Street

CHICAGO

**Check Below the Items That Interest You
and We Will Send Full Particulars**

- ☐ 8 charts on Anatomy and Physiology.
- ☐ 6 charts on Hygiene and Health.
- ☐ 6 charts on Food.
- ☐ 28 models on Anatomy.

HM1-18

Name and Office.....

Hospital

Town and State.....

How Funds of Hospital Should be Invested

(Continued from Page 27)

to live up to his agreement to meet the several interest payments promptly as they become due.

(2) The maturity of the loan is of some importance, for the hospital has no particular need for a short-term loan unless there is reason to believe that at the maturity of that loan the principal will be required. If no such likelihood exists, then the point to be considered is whether or not the interest return from the short-term investment is sufficiently high to warrant the purchase, in view of the possibility of having to re-invest the money at maturity at a less favorable rate of interest than obtained on longer term bonds at the time of the original investment.

(3) The fairness of the price of the security offered can be determined from a comparison with prices existing at the same time on issues of more or less similar security.

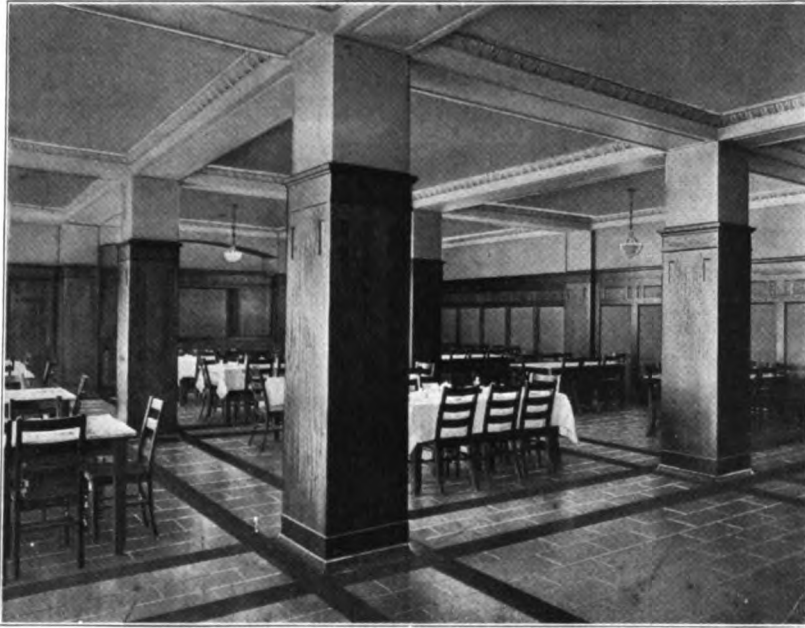
An examination of the investment holdings of well-managed hospital accounts reveals bonds of municipalities, public utilities and well established industrial concerns. Real estate mortgages are properly included in such accounts, when secured by property of known value. It is likewise evident that it is good policy for a hospital, which is supported by its local public, to devote a part of its funds to local development, provided, of course, good business judgment approves of such investments.

HOW TO BUY BONDS

It is of course true that not all bonds are absolutely safe, and the hospital management may well ask, "How are we to know which bonds to buy and which to avoid buying?" The same situation arises in the case of a man who, we will say, is afflicted with cancer. In his efforts to secure relief, he naturally selects a physician who has specialized in the treatment of cancer, and he goes to a hospital which he knows to have all the necessary equipment and where he will receive the careful and conscientious attention which his case deserves. The handling of bonds is likewise a highly developed specialty. It is a profession, insofar as it has to do with the giving of investment advice, and resolves itself into merchandising only after that advice has been given.

It therefore behooves the investor to seek the advice of the investment banker who has built up for himself a reputation of conservatism, sound judgment and fair dealing. It is unlikely that the average member of a hospital finance committee, even though he be a commercial banker, is qualified to select the hospital's investments, since he is giving at best only a small portion of his time and thought to investment matters. On the other hand it certainly seems reasonable that the experienced investment banker, who is giving 100 per cent of his thought to this subject, should be able to give advice well worth receiving.

Buy a Liberty Bond.



ATTRACTIVE SANITARY DINING ROOM FLOOR



The Floor That's Laid
With a Guarantee

FRANKLYN R. MULLER & COMPANY
849 MADISON STREET, WAUKEGAN, ILL.

Secure our price by sending us the sizes of space you contemplate covering and samples with price and full information will be supplied free.

WAR IS ABOUT TO BEGIN

Now that incubation has taken place the destructive, noxious, vermin are intrenching themselves in the cracks and crevices of your floor for a general attack upon your dining room.

The use of Roach powder is both dangerous and unsightly.

Cover the old floor with **ASBESTONE** Sanitary, Fire-proof flooring put down like plaster which fills every crack and crevice and is one piece from wall to wall.

Quick action on your part will save the day.

Investigate at once, it will save you money, by addressing

PERFECT FITTING OPERATING GOWNS

This Garment

Made from genuine Indian Head. Has double yoke. Furnished with either short or long sleeves. Has adjustable cuffs. The gown is 56 inches long. Prompt delivery of any sizes from 38 to 46.



Fit, style and workmanship of the highest grade. Every garment made of genuine INDIAN HEAD material. Fully guaranteed.

Get acquainted with TRIANGLE QUALITY. Send today for prices of surgeons' gowns, nurses' uniforms and our complete line of hospital garments.

**Youngstown
Garment Mfg. Co.**
Columbiana, Ohio

**TRIANGLE
BRAND**
Gar-
ments

Bran Food

A Unique Mixture

Which Everybody Welcomes

Note the formula below.

Rolled wheat is used because everybody likes it. Rolled Oats are used to add a delightful flavor.

Then the bran—in flake form—is so hidden that one hardly thinks of bran food.

Many thousands of physicians are advising Pettijohn's. They find it a welcome dish—a dish which folks continue. On that account they find it more effective than clear bran.

It has multiplied in sales in late years, and is now the favorite bran food.

Pettijohn's

A Flaked Cereal Dainty

55% Wheat Product—20% Oats—25% Bran

Soft, flavory wheat and oats rolled into luscious flakes, hiding 25 per cent of unground bran. A famous breakfast dainty.

Pettijohn's Flour is 75 per cent Government Standard flour mixed with 25 per cent tender bran flakes. To be used like Graham flour in any recipe; but better, because the bran is unground.

The Quaker Oats Company
Chicago

Col. Glennon Goes to France

Col. J. D. Glennon, who has been in charge of the Hospital Division in the office of the Surgeon General of the Army in Washington, has been assigned to foreign service. He has been succeeded by Col. Robert E. Noble. The staff of the Hospital Division has been greatly enlarged, owing to the increased number of base and other hospitals which have come under its supervision of late.

Food Administration Ruling

The United States Food Administration has announced that institutions are included in regulations with reference to the use of wheat substitutes. Exceptions in favor of hospitals will be made only as a result of physicians' statements that patients' condition requires them.

May Organize Association

Plans for the organization of a hospital association in North Carolina are being made as a result of a conference in Greensboro February 14 on the subject of hospital standardization.

The possibilities of various kinds of moss for use as surgical dressings are being investigated. Spanghum or bog moss is said to be unusually promising.

Dr. Walter L. Mattick has been made superintendent of Lake Julia Sanatorium, Bemidji, Minn.

POSITIONS AND HELP WANTED

POSITIONS—Locations, Positions, Practice, etc., for Nurses, Doctors, Dentists, etc., in ALL states. Nurses and doctors furnished, also attendants, companions, institution employees (male or female). Drug stores and drug employees—all states. F. V. Kniest, R. P. Bee Building, Omaha, Nebr. Estab 1904.

WANTED—Graduate nurse to take charge of obstetrical department and operating room in a 35-bed hospital for women. Salary \$75 per month, with room, board and laundry. Night supervisor needed in same hospital. Salary \$65 per month. State experience. Address B. L., care Hospital Management, 608 S. Dearborn Street, Chicago.

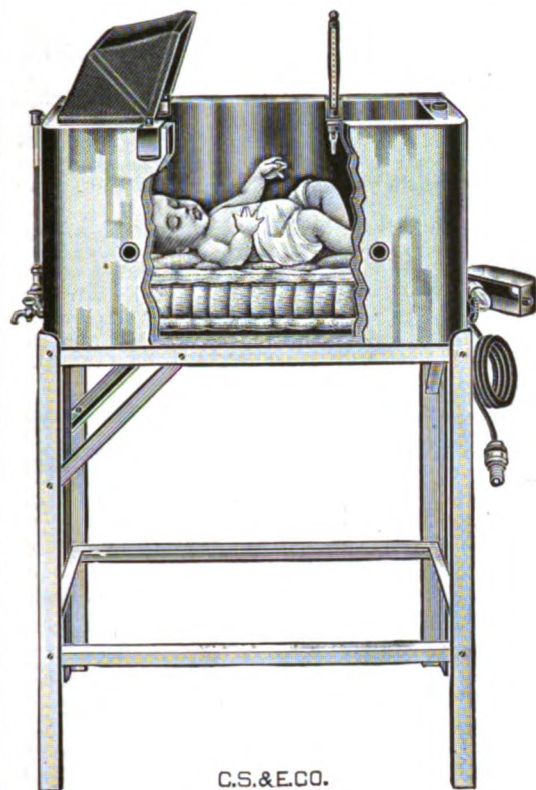
Wanted—Assistant Superintendent—single man preferred. While it is necessary that he should be a graduate of medicine, it is important that he should have executive ability; address in own handwriting; giving school; married or single; age; experience; references; salary, etc.; would like photograph, Arthur B. Ancker, Superintendent City and County Hospital, St. Paul, Minn.

Wanted—Position as hospital superintendent, location in South or West preferred. Am a graduate male nurse, with seven years' experience in hospital and private nursing. Am 32 years of age and married. Best of references. J. E. Adams, 786 Madison avenue, Memphis, Tenn.

Wanted—Position as industrial surgeon, either full or part-time service, in either New Jersey or New York, but near New York City. Three years' experience as examining physician in charge of the emergency hospital of a large manufacturing company. Age 25, married, good references. Address F. B. B., care HOSPITAL MANAGEMENT.

Graduate male nurse open for position. Twelve years' industrial welfare work this country and Europe. Competent to handle co-operative buying and edit factory magazine. Less than \$2,400 not considered. Address Industrial Nurse, Care HOSPITAL MANAGEMENT.

Wanted—A position as superintendent of nurses or assistant superintendent. Five years' experience in teaching nurses. Former high school teacher. Registered. Best of references. Address E. A. M., 259 West Center Street, Akron, O.



C.S.&E.CO.
No. 40 BABY INCUBATOR

Save the Seventh Baby

The baby is not a germ.

This Baby Incubator is electrically heated and automatically controlled.

Insures constant temperature for the body and plenty of oxygen for the lungs.

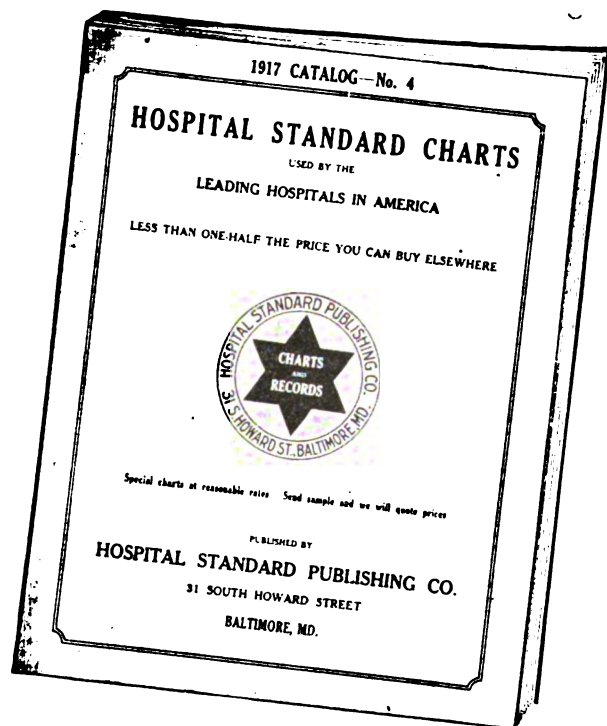
Ask your dealer or write direct for Bulletin No. B-110.

Chicago Surgical and Electrical Company

Manufacturers

318 W. Superior St., CHICAGO, ILL.

Do You Keep Proper Records?



The Above Catalog, Containing the Correct Forms for Proper Hospital Recording, Mailed Free to Any Hospital on Request

Grand Rapids Hospital BEDDING



A comprehensive line of bedding that will appeal to all hospitals seeking in-built durability, practical long-time service, down-right comfort and marked economy.

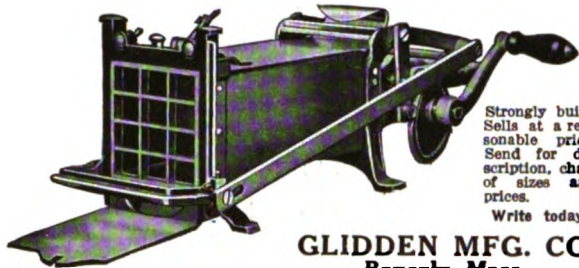
Specializing for years to produce bedding for a most fastidious clientele, we have been able to add many refinements that make our bedding especially desirable for institutional use. Small and large hospital needs can be supplied at quality, and price advantages. Superintendents will find it worthwhile to write for an estimate of their requirements.

Send for complete catalog illustrating details of construction and other points of interest about our hospital bedding. **WRITE US TODAY.**

Grand Rapids Bedding Company
Grand Rapids, Michigan

The Automatic Individual Butter Cutter

Cuts tub or any other form of butter into clean, uniform patties, ready to serve. 28, 34, 35, 45, 48, 60, 64 or 78 pieces to the pound can be obtained with this machine.



**Save
Your
Butter**

Strongly built.
Sells at a reason-
able price.
Send for de-
scription, chart
of sizes and
prices.
Write today.

GLIDDEN MFG. CO.
Beverly, Mass.

A Combination Ice Cream Freezer and Ice Breaker

Has 4½, 6 or 10 gallon ice cream capacity. Also built in other sizes to suit your needs. The Ice Breaker is a feature of this machine. Operated by motor; sanitary, rapid, dependable. Saves ice and time.

Write for catalog showing complete line.

Ask for prices.

F. E. WHITNEY CO
65 B. Sudbury St.
BOSTON -:- MASS.

POSTGRADUATE COURSE IN OBSTETRIC NURSING

The Chicago Lying-In Hospital offers a four months' postgraduate course in obstetric nursing to graduates of accredited training schools connected with general hospitals, giving not less than two years' training.

The course comprises practical and didactic work in the hospital and practical work in the out department connected with it. On the satisfactory completion of the service a certificate is given the nurse. Board, room and laundry are furnished and an allowance of \$10 per month to cover incidental expense.

Affiliations with accredited training schools are desired as follows: A four months' course to be given to pupils of accredited training schools associated with general hospitals. Only pupils who have completed their surgical training can be accepted. Pupil nurses receive board, room and laundry and an allowance of \$5 per month. Address Chicago Lying-In Hospital, 426 East 51st Street, Chicago, Ill.

History Chart Holders

Direct from the factory.

We are the largest manufacturers of Chart Holders in the United States and our experience and quantity output enables us to give you the VERY BEST product at ROCK BOTTOM prices.

We make Holders any size desired and choice of several styles.

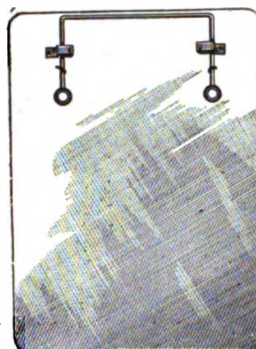
Special styles made to order to suit new requirements.

It will PAY YOU to deal direct with the factory.

We also manufacture CARD HOLDERS of aluminum or white enameled steel in all sizes. Also white enameled portable FLOOR LAMPS.

SPECIAL NOTICE: We are now ready to make prompt shipments of SCREW COMPRESSOR CLAMPS for Murphy Drip. We offer an improved pattern of clamp and the price is RIGHT. Inquiries solicited. We can give hundreds of hospitals as reference.

The C. Spiro Mfg. Co.
New York City



68-72 E. 131st Street,

Bronze Tablets Encourage Contributions

The bronze tablet furnishes the ideal method of commemorating, recognizing and acknowledging gifts of service and money to the hospital. Its very appearance suggests and inspires contributions. Matthews Commemorative and Memorial Tablets are masterpieces in bronze. In their natural richness of tone and quality they are a fitting recognition of appreciated gifts. Yet the cost is a small one.

Ask for Booklet Showing Many Beautiful Designs

The illustrations of actual work we have done for other institutions which are shown throughout the book will be of suggestive value to you in determining your preference of design. If you will give us the name of the person whose memory you wish to honor and perpetuate, or the event you desire to commemorate, together with brief sketch, we will suggest appropriate reading and design for a suitable bronze memorial.

Matthews Bronze Tablets will add to the attractiveness of your hospital. Write for the illustrated booklet today, which will be sent without charge or obligation.

Jas. H. Matthews Co.
420 Wood St. Pittsburgh, Pa.



These are part of an order for 50 tablets designed for The Beth Israel Hospital, New York City. Let us help you with your plans for any proposed memorial.

Industrial Hospitals Should Use Vaccines in Acute Infections

The early administration of Sherman's Bacterial Vaccines will reduce the average course of acute infections like Pneumonia, Broncho-pneumonia, Sepsis, Erysipelas, Mastoiditis, Rheumatic Fever, Colds, Bronchitis, etc., to less than one-third the usual course of such infectious diseases, with a proportionate reduction of the mortality rate.

Sherman's Bacterial Vaccines

are prepared in our specially constructed Laboratories, devoted exclusively to the manufacture of these preparations and are marketed in standardized suspensions.



Write for
literature

MANUFACTURER
OF
BACTERIAL VACCINES
G. H. SHERMAN, M.D.
Detroit, Mich.
U.S.A.

*Our Representative will be
pleased to call on you and
make a practical demon-
stration.*

For Best Results Let Your Choice Be Chlorazene



**SEND FOR
FREE TRIAL
TUBE OF
CHLORAZENE
TABLETS**

**USE CHLORAZENE
IT'S HARMLESS AND
NON-TOXIC**

Chlorazene Dakin's powerful synthetic antiseptic, may be used in twice the strength of sodium hypochlorite solutions without irritation.

Chlorazene is more stable and convenient than hypochlorite solutions.

Chlorazene in germicidal activity has been found more powerful than phenol, cresol, iodoform, hydrogen peroxide, silver nitrate, argyrol, or bichloride of mercury when tested on the staphylococcus aureus in usual wound concentrations.

Chlorazene is non-toxic and does not coagulate the albumen of the tissues.

Chlorazene should be used in all pus infections, in surgery, dentistry and general practice. Let Chlorazene be your first thought wherever and whenever an antiseptic is to be used.

Packages and Prices of Chlorazene Products

Chlorazene Tablets: 100, \$0.65; 500, \$2.60; 1,000, \$5.00. Chlorazene Powder: Hospital Package No. 1, \$0.60; No. 2, \$2.25. Chlorazene Surgical Cream (containing 1% Chlorazene): jars, \$0.65; collapsible tubes, \$0.60. Chlorazene Surgical Powder (containing 1% Chlorazene): sifter top cans, \$0.35. *In Canada add customs tariff to prices quoted.*

If your druggist cannot supply you with Chlorazene Products send your order direct to our home office or nearest branch point. We are headquarters for the Dakin products, Chlorazene, Dichloramine-T, Chlorcosane and Halazone. *Send for new Chlorazene booklet and trial tube of Chlorazene tablets.*

THE ABBOTT LABORATORIES

Home Office and Laboratories, Dept. 24, CHICAGO

New York

Seattle

San Francisco

Los Angeles

Toronto

Bombay

HOSPITAL MANAGEMENT

Vol. V

April, 1918

No. 3

In This Issue:

Accounting System of
Englewood Hospital
—Page 12

Organization of Naval
Hospitals—Page 18

Hospitals of Illinois
Steel Company
—Page 26

Published Monthly by
CRAIN PUBLISHING CO.
INCORPORATED
CHICAGO



MADE IN U.S.A.



© DAVIS & GECK, INC.



←
EACH
TRENCH
TUBE
COMPLETE
IN
WOODEN
CASE

TRENCH TUBES

IODINE TINCTURE WITH SWAB

→
TRENCH
TUBE
SHOWING
SWAB

25¢ FOR
POCKET
PACKAGE
of **FIVE**

5¢
EACH
SOLD SINGLY

\$7.50 FOR
ORIGINAL
CARTON
OF 150
(Thirty Pocket Packages
of five tubes each)

Sent Prepaid Upon Receipt of Price. No Samples
Sold by All Surgical Dealers and Druggists

DAVIS & GECK, INC.
Physiological Chemists

217-221 Duffield Street, BROOKLYN, N.Y., U.S.A.

Branches in San Francisco, Seattle, and London • • Agencies in Principal Cities



Strength—Comfort—Ease of Operation

These are the principal features of Gendron Invalid Chairs. Gendron Chairs are artistic in design, perfect in proportions, shape, and fit to the body. The construction is of the highest grade; all materials are especially selected. These chairs are made in the largest wheel chair factory in the world.



No. 608 RECLINING ROLLING CHAIR

With rear swivel-wheel and a one-piece U frame under seat. Large Wheels. Has folding foot board, which enables occupant to enter or leave chair conveniently. A popular design.

Gendron

WHEEL CHAIRS

The Gendron line comprises the largest and most complete line of invalid chairs in America. We manufacture every style and variety of chair suitable for hospital and convalescent use. No matter how exacting your needs, you can find just what you want in the Gendron catalog. We ask you to write for it and examine our complete display.

GENDRON WHEEL CO.
TOLEDO, OHIO



\$18.00
PER DOZEN
On Approval

Freight Prepaid

Pepperell Twill Jeans
 or
Indian Head
Surgeons' Operating Gowns

The gown shown above is No. 846, a gown made of genuine INDIAN HEAD, a heavy and fine quality material. It will resist chemical actions, laundry powders, and blood stains. Always keeps its shape and fresh-looking appearance and finish. Length, 60 inches, with long sleeves. All sizes up to 48 chest. A durable, satisfactory garment that is unequaled for the price.

\$18.00 the dozen

*Freight prepaid on approval.
 Returnable at our expense.*

Pepperell Surgeons' Gown

No. 847. Pepperell best quality drill Surgeons' Operating Gowns of same design as above, 60 inches long, with long sleeves, all sizes to 48 chest. Our price, FREIGHT PREPAID,

\$18.00 the dozen

Patients' Bed Gown

Indian Head or Pepperell Twill Jeans

No. 128. Patients' Bed Gown. Double yoke front, wide hems and tapes. Open all the way down. 36 inches long. Long sleeves. Price on approval, FREIGHT PREPAID,

\$15.00 the dozen

Tear out, fill in, and mail the attached coupon today.

THE HOSPITAL NURSES' UNIFORM MFG. CO.

412 Elm Street, Cincinnati Ohio

TEAR OUT AND MAIL TODAY!
 HOSPITAL NURSES' UNIFORM MFG. CO.
 412 Elm Street, Cincinnati, Ohio
 You may also prepaid with the understanding that they may be returned at your expense if not satisfactory.
 Name No. Gown
 Writer
 Hospital
 City
 State



My friends will be glad to know that I consider the Victor "Model Snook" Roentgen Apparatus is a very satisfactory technical development of the original Snook Roentgen Apparatus, which I had the privilege of presenting to the medical public in 1907.

I believe that with its recent improvements the Victor "Model Snook" is the best X-Ray machine of the present day art.

H. Clyde Snook

Full particulars are given in the new "Model Snook" bulletin which is just off the press. A copy will be sent on request — and without the least obligation.

VICTOR ELECTRIC CORPORATION

Manufacturers of a Complete Line of Roentgen and Electro-Medical Apparatus

CHICAGO
236 S. Robey St.

CAMBRIDGE, MASS.
66 Broadway

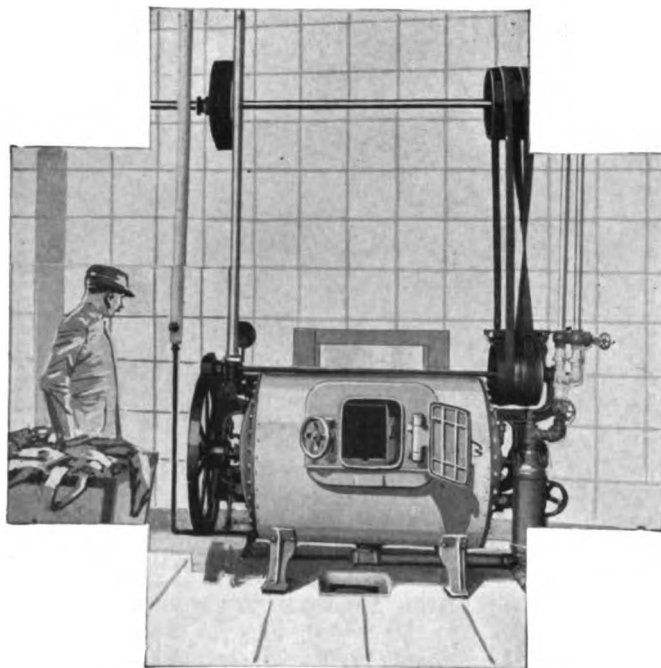
NEW YORK
131 E. 23rd St.

PHILADELPHIA
M. H. Bresette Co.
25 S. 17th St.
CAMBRIDGE
F. H. Saxby and W. Oylor
66 Broadway
PITTSBURGH
V. L. Stiner
620 Fulton Bldg.
MILWAUKEE
John McIntosh Co.
Merchants & Mfr's Bldg.
CHICAGO
Victor Electric Corporation
236 S. Robey St.
John McIntosh Co.
30 E. Randolph St.
OMAHA
Magnuson X-Ray Co.
Brandeis Theatre Bldg.
ROCHESTER, N. Y.
R. R. Taylor, 840 Genesee St.

ST. LOUIS
John McIntosh Co.
4485 Olive St.
NEW ORLEANS
M. C. Olson
Maison Blanche
HOUSTON
Frederick Johnson
901 Willard St.
FT. WORTH
Dr. T. B. Bond
Flat Iron Bldg.
AUSTIN, TEX.
Oliver Brush
708 Colorado St.
SAN FRANCISCO
Bush Electric Corporation
334 Sutter St.
LOS ANGELES
Bush Electric Corporation
Baker-Detwiler Bldg.

CLEVELAND
Victor Electric Corporation
Frederick Bldg.
MINNEAPOLIS
F. L. Pengelly
La Salle Bldg.
DES MOINES
Lewis X-Ray Co.
Utica Bldg.
ATLANTA
J. G. Baldwin
513 Hurt Bldg.
LOUISVILLE
W. D. Tatman
Atherton Bldg.
DENVER
Magnuson X-Ray Co.
1415 Glenarm St.
WINNIPEG
Chandler & Fisher, Ltd.
Keewayden Bldg.

BUFFALO, N. Y.
Jeffrey-Fell Co.
318 Pearl St.
DETROIT
Dr. Joseph Foster
Hotel Tuller
KANSAS CITY, MO.
W. A. Rosenthal
414 E. 10th St.
FORT WAYNE
Victor Electric Corporation
1333 Calhoun St.
SEATTLE
G. W. Nelson & Co.
Cobb Bldg.
PORTLAND, ORE.
G. W. Nelson & Co.
Pittcock Bldg.
VANCOUVER
Chandler & Fisher, Ltd.
808 Richards St.



*American Sterilizing Washer
New General Hospital
Cincinnati*

Reclamation of Gauze and Bandages is now a Patriotic Duty

THE War Service Committee of the American Hospital Association has recently called the attention of hospitals to the very serious shortage of gauze and surgical dressings which exists at the present time.

This acute shortage is likely to grow worse as the demands of the Government and the Red Cross increase.

By effective sterilization of gauze and bandages every hospital can perform a patriotic service and at the same time effect an economy which, at the present cost of these things, may amount to as much as \$10,000 a year.

The American High Pressure Sterilizing Washer exposes the goods to steam at 320 degrees Fahrenheit under 75 pounds of pressure. No known life can exist for more than fifteen minutes under such conditions.

When the bandages and gauze are taken from the Sterilizer they are not only thoroughly sterilized, but are softer and more desirable for use than they were originally.

Let us send you a reprint of an investigation of this method of sterilization made at the Rockefeller Institute by the Lederle Laboratories.

The American Laundry Machinery Co.
New York Cincinnati Chicago San Francisco



MORE MONEY WILL ENABLE YOU TO DO THIS:

1. Lift your indebtedness, and save the interest charges thereon.
2. Build the necessary addition that you have been delaying for so long.
3. Open up an additional ward.
4. Install new and larger equipment.
5. Serve your community better.

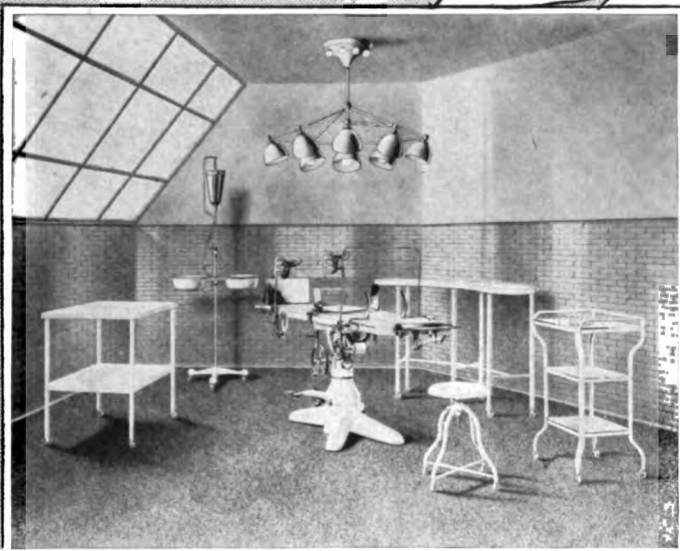
The **REDDING IDEA** **AN ORGANIZATION OF SPECIALISTS FOR RENDERING FINANCIAL ASSISTANCE**

The Redding Idea can throw a beacon light on your visions of many worth-while things that you could accomplish if you had the available cash. Many years of specialized service in assisting institutions with their financial problems and in conducting scientifically laid out money-raising campaigns, have placed us in a unique position in this kind of effort. Success invariably has followed our every attempt—and the comprehensive character of our work, the dignified methods that we use, and the good will that pervades the entire campaign have been the subject of conclusive testimony from those whom we have served.

SEND FOR FACTS

"The Redding Idea" is the name of a booklet which tells more fully about Redding Service. Whether you may need assistance of this kind now or later, you can learn about our methods by writing for the booklet. Sent without charge to superintendents and members of boards.

LEO L. REDDING & CO., 440 Fourth Ave., NEW YORK CITY



MODERN OPERATING ROOM EQUIPMENT

A practical Operating Room Combination which has found favor in many hospitals. The peculiar conditions in many hospitals will possibly call for a different arrangement and selection of equipment. Those interested in modern hospital equipment should secure our large 150 page Hospital Equipment Catalog, which will be sent free upon request. The outfit shown includes the following pieces:

1	6X715	Murphy Hydraulic Operating Table.....	\$275.00
1	6X804	Pickert Anaesthesia Stand, 16x20 in.....	9.50
1	6X870	Irrigator Stand.....	9.25
1	6X1076	Adjustable Stool.....	4.50
1	6X672	Porcelain Top and Shelf Dressing Table, 20x36 in.....	22.00
1	6X819	Kelley Instrument Table, Porcelain Top	25.00
1	6X2365	Operating Room Light	100.00

Complete outfit as listed above \$400.00

VALUE

Value is the measure of return for money spent and is a combination of Quality, Service and Price.

Price alone does not determine value; neither can Quality be judged solely by Price.

The determination of value goes further than Price—beyond the Article itself, back to the Manufacturer. In the final analysis, it is the Manufacturer that can give Real Value, successfully combining Quality, Service and Price.

VALUE FOR THE CUSTOMER is the aim of the Frank S. Betz Company—Merchandise Made Right and Sold Right, direct to the Hospital by us, the manufacturer.

The unusual manufacturing capacity, the enormous stocks, the willing organization, insure Service; Quality is secured and maintained by highly standardized production while attractive Price is the result of our policy of selling direct to the user.

VALUE, real Value, the greatest Value for the customer is the logical result.

Let us send you our Catalogs and open the way to a full appreciation of our Values.

The Prices are attractively low—
The Quality is uniformly high.

FRANK S. BETZ COMPANY - Hammond, Ind.

CHICAGO SALES DEPT.: 30 E. Randolph Street

Frank S. Betz Company
HAMMOND INDIANA
CHICAGO SALES DEPT. 30 EAST RANDOLPH ST.



NO MORE INFECTIONS *from dressings*

It is a badly managed hospital that allows unsterilized dressings to be used in an operation—and—

It is a poorly equipped sterilizing room that cannot tell at once—on opening the door of the sterilizer—whether the dressings have been sterilized or not!

Have you ever seen or heard of a piece of machinery that was absolutely perfect—never got out of order—that always did what was expected of it? Of course, you haven't!

With this thought in mind, look at your pressure sterilizer. Can you tell by looking at the outside whether it is working properly *on the inside?*

USE STERILIZER CONTROLS

Use a Sterilizer Control every time you sterilize.

They cost but 5c a piece, and safeguard your sterilizers which represent hundreds of dollars investment.

They effect an absolutely **COMPLETE** and **THOROUGH** **STERILIZATION**.

THEY PROVIDE POSITIVE PROTECTION AGAINST INFECTION.

They remove every atom of danger from the dressing.

CAUTION—Never prepare a dressing without using a Sterilizer Control.

TRY 100 FREE

Send for this trial box of 100 Sterilizer Controls.

Start using them immediately for each charge of the sterilizer.

Then you need have no anxiety about infected dressings.

Sterilizer Controls are the cheapest insurance you can buy.

Send no money. Simply fill in and clip the coupon and mail **TODAY**.

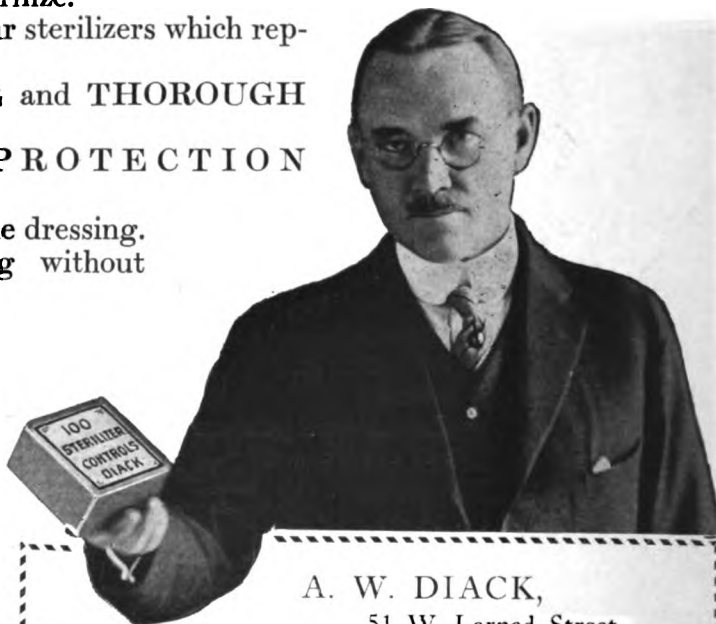
When you receive your box of Sterilizer Controls, and try a number of them out thoroughly, and are not perfectly satisfied with your investment, you may return the remainder.

No charge will be made for those that you used. No obligation will be involved.

You have nothing to lose—but a great humane and efficient service to gain.

PLEASE DECIDE THIS SERIOUS QUESTION NOW.

A. W. DIACK, 51 W. Larned Street
DETROIT, MICH.



A. W. DIACK,
51 W. Larned Street,
DETROIT, MICH.

Please send immediately 100 Sterilizer Controls—Diack, the price of which is \$5.00. This is a trial order and it is agreed that payment for the same will not become due until thirty (30) days after receipt of Sterilizer Controls and that I have a right to return them any time during that period, in which case no charge will be made.

Hospital

Address

Stronger Than Bichloride Mercury and Safer



SEND FOR
FREE TRIAL
TUBE OF
CHLORAZENE
TABLETS

CHLORAZENE Dakin's powerful synthetic antiseptic, may be used in twice the strength of sodium hypochlorite solutions without irritation.

CHLORAZENE is more stable and convenient than hypochlorite solutions.

CHLORAZENE in germicidal activity has been found more powerful than phenol, cresol, iodoform, hydrogen peroxide, silver nitrate, argyrol, or bichloride of mercury when tested on the staphylococcus aureus in usual wound concentrations.

CHLORAZENE is non-toxic and does not coagulate the albumen of the tissues.

CHLORAZENE should be used in all pus infections, in surgery, dentistry and general practice. Let Chlorazene be your first thought wherever and whenever an antiseptic is to be used.

Packages and Prices of Chlorazene Products

Chlorazene Tablets: 100, \$0.65; 500, \$2.60; 1,000, \$5.00.
Chlorazene Powder: Hospital Package No. 1, \$0.60; No. 2, \$2.25.
Chlorazene Surgical Cream (containing 1% Chlorazene): Jars, \$0.65; collapsible tubes, \$0.60. Chlorazene Surgical Powder (containing 1% Chlorazene): Sifter top cans, \$0.35. In Canada add customs tariff to prices quoted.

If your druggist cannot supply you with Chlorazene Products, send your order direct to our home office or nearest branch point. We are headquarters for the Dakin products, Chlorazene, Dichloramine-T, Chlorcosane and Halazone. Send for new Chlorazene booklet and trial tube of Chlorazene tablets.

The ABBOTT LABORATORIES

Home Office and Laboratories, Dept. 24, CHICAGO
New York—Seattle—San Francisco—Los Angeles—
Toronto—Bombay

H. D. DOUGHERTY & CO., Inc.

"Faultless"

17th Street and
Indiana Avenue

ASEPTIC HOSPITAL EQUIPMENT

PHILADELPHIA

No. 4585 FOOD CARRIAGE, angle steel construction, with sheet steel shelf; mounted on 5-in. rubber wheels.

The removable carrier is 24x36x12 inches, made of galvanized steel, top, bottom and sides insulated; carrier is so constructed that several may be stacked one above the other.

Each carrier is equipped with four 1½-gallon brown and white inserts, one meat platter.

Finished throughout in aluminum bronze.

By actual test it was found that liquids, placed in one of these carriers at 170°, registered 138° after three hours.

Designed for Jefferson Base Hospital No. 38.

Price of Truck, with one carrier, as illustrated \$80.00

Each Additional Carrier..... 56.00

F. O. B. Philadelphia

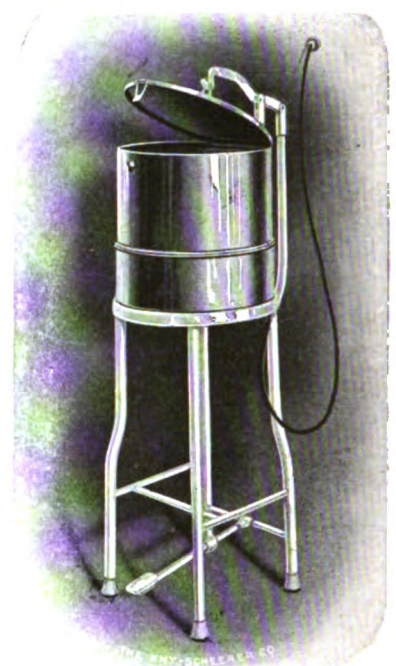
Oxy-Acetylene Welded Throughout.



CAUTION

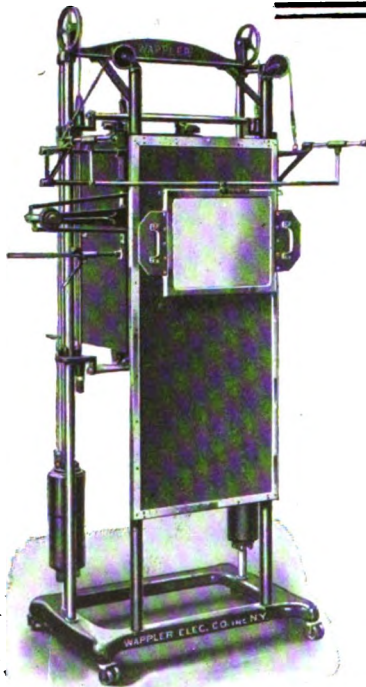
Does your technic minimize the exposure of your Dressings and Towels after sterilization? If not, the K. S. Sterilizing Drums will solve the problem. They close dust-proof and are securely sealed by a special device. They are strongly constructed to withstand hard usage.

Send for Bulletin 168, Sterilizing Drums.



The Kny-Scheerer Corporation
The largest manufacturers of surgical requirements
 404-410 West 27th Street NEW YORK

We are the sole manufacturers of the Genuine Hawley Fracture Table and the Genuine Albee Operative Bone Sets. Send for new illustrated booklets.



WAPPLER

Vertical Fluoroscope

facilitates diagnosis by the Roentgen Ray. The screen can be manipulated in unison with the tube box, or can be separately suspended. The change from one method to the other can be made within ten seconds.

Highest Protection from Rays
Highest Electrical Insulation
Highest Quality Throughout

Write to Dept. H. M. for new catalog of Tables and Fluoroscopes, or ANY Electro-Medical apparatus.



ROENTGEN RAY, HIGH FREQUENCY, GALVANIC APPARATUS AND ACCESSORIES

CYSTOSCOPES AND OTHER ELECTRICALLY LIGHTED DIAGNOSTIC INSTRUMENTS



WAPPLER ELECTRIC COMPANY, Inc.
 173-175 East 87th Street NEW YORK, U. S. A.

Service Stations in the Following Cities:

Atlanta, Ga.
 Baltimore, Md.
 Charlotte, N. C.

Chicago, Ill.
 Cleveland, O.
 Detroit, Mich.

Fort Worth, Tex.
 Los Angeles, Cal.
 Newark, N. J.

New Haven, Conn.
 New York, N. Y.
 Philadelphia, Pa.

San Francisco, Cal.
 Tacoma, Wash.
 Tokio, Japan
 Toronto, Canada

Buyers' Guide to Hospital Equipment and Supplies

AMBULANCES Rock Falls Mfg. Co.	HOSPITAL SUPPLIES Frank S. Betz Co. Feick Bros. Co. General Laboratories. Woods Hospital Supply Co.	SHEETS AND PILLOW CASES H. W. Baker Linen Co.
ANESTHETIZING APPARATUS S. S. White Dental Mfg. Co.	HOT PACK MACHINES The Republic Mfg. Co.	SILVER BURNISHING MACHINES American Laundry Machinery Co.
BABY INCUBATORS Chicago Surgical and Electrical Co.	ICE BREAKERS B. L. Schmidt Co.	SLICING MACHINES American Slicing Machine Co.
BEDS Albert Pick & Co.	ICE CREAM FREEZERS J. G. Cherry Mfg. Co. Albert Pick & Co. F. E. Whitney Co.	SPITTOONS Cordley & Hayes
BEDDING Grand Rapids Bedding Co. Albert Pick & Co.	INVALID CHAIRS Frank S. Betz Co. The Colson Co. Gendron Wheel Co.	SPRINGS Grand Rapids Bedding Co. Albert Pick & Co.
BOOKS G. P. Putnam's Sons.	KITCHEN EQUIPMENT Hobart Mfg. Co. Albert Pick & Co. John E. Smith's Sons Co.	STERILIZER CONTROLS A. W. Diack.
CASE RECORD SYSTEMS Hospital Standard Publishing Co.	LIGATURES Davis & Geck, Inc.	STERILIZERS American Laundry Machinery Co. Frank S. Betz Co. Wilmot Castle Co. Northwestern Steel & Iron Works. The Republic Mfg. Co. Scanlan-Morris Co.
CATGUT Davis & Geck, Inc.	LAUNDRY MACHINERY American Laundry Machinery Co. Detroit Laundry M. & S. Co. Fry Bros. Co. Albert Pick & Co.	SURGICAL INSTRUMENTS Frank S. Betz Co. Chicago Surgical & Electrical Co. Feick Bros. Co. Kny-Scheerer Corp.
CHAMBERS Cordley & Hayes	LAUNDRY SUPPLIES Fry Bros.	SUTURES Davis & Geck Inc.
CHART HOLDERS C. Spiro Mfg. Co.	LINENS H. W. Baker Linen Co. Albert Pick & Co.	THERMOMETERS Becton, Dickinson Co.
CHEMICALS The Abbott Laboratories. Feick Bros. Co. Schering & Glatz.	MONEY RAISING SYSTEMS Leo L. Redding & Co.	UNIFORMS Hospital Nurses' Uniform Co. Nurses' Outfitting Ass'n. Albert Pick & Co.
CLEANING SUPPLIES Albert Pick & Co.	NURSES' BOOKS G. P. Putnam's Sons.	VACCINES The Abbott Laboratories G. H. Sherman, M. D.
COOLERS, WATER Cordley & Hayes	PAILS Cordley & Hayes	WALL PAINTS Albert Pick & Co.
DISINFECTING EQUIPMENT American Laundry Machinery Co.	PHARMACEUTICALS The Abbott Laboratories. General Laboratories. Schering & Glatz.	WATER TEMPERATURE CONTROL Hoffman & Billings Mfg. Co.
DISH WASHING MACHINES Bromley-Merseles Company Albert Pick & Co.	PRINTING Robinson & Shapiro	WINDOW SHADES Albert Pick & Co.
DUMBWAITERS Storm Mfg. Co.	REFRIGERATORS McCray Refrigerator Co.	WIRE GAUZE SPLINTS Wright Wire Co.
ELECTRO-THERAPEUTIC APPARATUS Frank S. Betz Co.	REGULATORS (Hot Water) Hoffman & Billings Mfg. Co.	X-RAY APPARATUS Frank S. Betz Company. Campbell Electric Co. Victor Electric Co. Wappler Electric Co.
ELEVATORS Storm Mfg. Co.		
FLOORING Franklyn R. Muller & Co.		
FOODS Quaker Oats Co.		
GELATIN Genesee Pure Food Company		
HOSPITAL FURNITURE Frank S. Betz Co. H. D. Dougherty & Co. Kny-Scheerer Corp. Scanlan-Morris Co.		

Alphabetical List of Advertisers

Abbott Laboratories.....	7	Hobart Mfg. Co.....	41
American Laundry Machinery Co.....	3	Hospital Nurses' Uniform Co.....	1
American Slicing Machine Co.....	37	Kny-Scheerer Corp.....	8
Baker, H. W., Linen Co.....	30	McCray Refrigerator Co.....	45
Becton, Dickinson & Co.....	10	Muller & Co., Franklyn R.....	43
Betz, Frank S., Co.....	5	Northwestern Steel & Iron Works.....	33
Bromley-Merseles Mfg. Co.....	37	Nurses' Outfitting Assn.....	47
Campbell Electric Co.....	39	Pick, Albert & Co.....	33
Castle, Wilmot Co.....	35	Putnam, G. P., Sons.....	45
Cherry, J. G., Co.....	42	Quaker Oats Co.....	46-45
Chicago Surgical & Electrical Co.....	47	Redding & Co., Leo. L.....	4
Colson Co., The.....	35	Republic Mfg. Co.....	32
Cordley & Hayes.....	40	Robinson & Shapiro.....	38
Davis & Geck.....	Inside Front Cover	Rock Falls Mfg. Co.....	Back Cover
Detroit Laundry Machinery & Supply Co.....	48	Scanlan-Morris Co.....	29
Diack, A. W.....	6	Schering & Glatz.....	30
Dougherty & Co., H. D.....	7	Schmidt Co., B. L.....	48
Feick Bros. Co.....	32	Sherman, G. H., M. D.....	Inside Back Cover
Fry Bros. Co.....	44	Smith's Sons, John E.....	42
Gendron Wheel Co.....	Inside Front Cover	Spiro, C., Mfg. Co.....	48
General Laboratories.....	36	Storm Mfg. Co.....	43
Genesee Pure Food Co.....	31	Victor Electric Corp.....	2
Glidden Mfg. Co.....	48	Wappler Electric Co.....	8
Grand Rapids Bedding Co.....	47	White, S. S., Dental Mfg. Co.....	36
Hoffmann & Billings Mfg. Co.....	34	Whitney, F. E., Co.....	
Hospital Standard Publishing Co.....	38	Wright Wire Co.....	43

B-D
TRADE MARK

Clinical Thermometers



FACTORY AND GENERAL OFFICE

B-D

Hospital Thermometers

may be recognized by the following names:

H-D Saranac

Olympian

Hi-jen-ic

All **B-D** Thermometers are permanently accurate and are selected for broad mercury columns; long, open scales; easy-shaking qualities, and other special features as enumerated in the respective descriptions given in our catalog.

ASK FOR A COPY

OLYMPIAN
Non-Magnifying



B-D
SARANAC
for
Tuberculosis



HI-JEN-IC
Magnifying

Becton, Dickinson & Company

MAKERS OF

Rutherford

Genuine Luer Syringes and Yale Quality Needles

New Jersey

B-D
TRADE MARK

April, 1918
Vol. V, No. 3

HOSPITAL MANAGEMENT

608 S. Dearborn
Street,
Chicago

Published in the Interest of Executives in Every Department of Hospital Work
Entered as second class matter May 14, 1917, at the post office at Chicago, Ill., under the act of March 8, 1879.

Make Them the Keystone of the Arch



Accounting System of Englewood Hospital

Operation is Departmentized, and Monthly Summary, Including Distribution of Overhead, Shows Financial Results

By E. T. Olsen, M. D., Superintendent Englewood Hospital, Chicago; Secretary Chicago and Cook County Hospital Association.

A satisfactory hospital accounting system must be complete, so that it will give the superintendent the information he requires to keep track of the operations and results of every department.

On the other hand, it must not be so complicated as to require an undue amount of clerical work, which is not always available and which would tend to make it top-heavy and expensive to conduct.

The system in use in the Englewood Hospital meets the requirements, in our opinion, since the cost of operating every department is constantly available, and complete data is always at hand, while the work of maintaining it is not great.

The basis of the system is a loose-leaf patients' record, the headings of which are shown in the illustration. We prefer the loose-leaf to the card system, because there is no danger of the records being misplaced or lost, and posting to the various accounts can be done much more expeditiously, while space sufficient to carry an account for four months is provided. This would be difficult to do on a card of ordinary size.

DETAIL OF RECORD

The individual record shows the name and other personal data regarding the patient: the room number, dates of admission and discharge, the use of the operating room, the number of days in hospital, the rate per week, special nursing, operating room fee, dressings, hospital service (which includes the charge for room); X-ray and laboratory service, medicines, special laboratory work and miscellaneous, which may cover any item not included in the foregoing.

Space is also provided for summarizing this account, and it is the work of but a few moments to show the condition of the account at any time.

It will be noted that the divisions of the account in this system, to which the various items are credited, include all of the active, or revenue-producing, departments of the hospital. This simplifies the work of assembling all of the accounts at the end of each month.

The books are closed on the last day of the month, when an expert hospital accountant employed on a contract basis makes an audit of the accounts and compiles a summary of the hospital's operations for that period. He checks every item entered, as well as all receipts and disbursements, and makes a complete statement of the showing of all of the departments.

Having the finances of the hospital regularly inspected by a disinterested auditor is a feature which we regard as having exceptional advantages.

The amounts credited to each department, as shown by the patients' record sheets, are totaled, so that we have the total business of the hospital, together with the amount handled by each department. This refers only to the active departments, from which individual charges are issued, of course.

The other side of the situation, the amounts charged against the departments, is developed through an examination of all of the bills payable, which have been checked and o. k'd by the superintendent. Some accounts are paid during the month, prior to the audit, to take advantage of discounts, and for other reasons, and these are included with the unpaid bills.

All bills are paid by voucher checks, which are made out in duplicate. The duplicate shows the details of the payment, and, in the case of the payroll checks, the distribution of the amount to the various departments.

As the voucher check is returned to the hospital, and serves as a receipt, it is not necessary to have receipted bills returned, so that the bills are attached to the copy of the check, which is retained and filed to show the complete transaction.

VOUCHER CHECK SATISFACTORY

We regard the voucher check system as exceedingly satisfactory, making for convenience and accuracy in the payment of bills, and insuring the retention of original invoices, a method which eliminates chance for error in payment of items already taken care of.

We also use a cash receipt book, which provides a carbon copy of all entries made therein. When payments are made by patients the original copy of the receipt is issued to them. All cash received, whether currency or checks, goes through the bank account. The receipt book, by means of an extension record, shows the distribution of the receipts—whether credited to the account of the patient, donations, sale of merchandise or other miscellaneous sources of revenue.

The patient's record and the cash receipt book show all of the credits for the month; the bills payable and the voucher checks issued since the preceding audit include all of the charges. With this data before him the auditor is enabled to make the monthly compilation which shows the net financial results of the operations of the hospital during that period.

We keep a record of the following departments: operating room, hospital service (including household service, rooms, care and upkeep), training school (which includes special nursing by senior pupils), radiograph, drug, laboratory, kitchen, laundry, build-

[illegible]

ing and office departments. The office department includes the general administrative work of the hospital.

As some of these departments are not directly revenue producing, but serve the hospital as a whole, and originate no charges which can be put on the books, it is necessary to distribute these general, or overhead items, charging them into the operation of the various active, or revenue-producing departments. This is accomplished by means of an accurate apportionment schedule.

This distribution of overhead is a most important feature. In fact, no hospital accounting system that does not take these items into consideration can possibly show the exact facts.

For example, you may include in the statement of the operating room for the month all of the direct charges which have entered into its maintenance, including salaries, supplies, repairs of appliances, fuel, such as gas for sterilizers, if this is employed, and depreciation, and consider that you have made a full and complete statement of the cost of operating this department. Yet distribution of overhead items to this department of the Englewood Hospital for the month of February, for example, increased the expenses more than 100 per cent! That is to say, the *indirect* costs of the department were greater than the *direct*.

It is obvious that charges for operating room service based on the direct expenses only, and intended to cover only the costs entering directly into its operation, which are the only ones that can be figured against it immediately, will be less than half of the amount that should be actually charged, in order to cover the cost of the service.

This is a feature that is often overlooked, and it is likewise one that may explain the difficulty which

some institutions have in making ends meet. A schedule of charges for hospital service that does not take account of the general or overhead items of expense is evidently insufficient to provide a revenue with which to meet the cost of operation.

To give an idea of how the work for a department is summarized, the operating rooms of our hospital during February had direct expenses of \$602.45, including the items referred to above; the total expenses were \$1330.75, so that the overhead distribution amounted to \$728.30. The receipts were more than sufficient to take care of all expenses.

Overhead items are developed from the following departments: office, kitchen, laundry, building maintenance, depreciation, radiographic, laboratory, drug and household departments. Insurance is included in the office item. Repairs are charged to building maintenance, though specific items, such as repairs of operating room equipment, are charged against the proper departments.

Overhead items consisting of fixed charges, such as taxes, license, interest on indebtedness, etc., are distributed in the same ratio as the other overhead expenses previously mentioned.

Although the drug, laboratory and X-ray departments originate charges and produce revenue, a portion of their work is general in character, being done for the hospital and not for an individual patient or a department. Credits on the record for these departments are deducted from the operating expenses before the latter are distributed as overhead to the other departments.

The distribution of overhead is handled according to the facts as disclosed by actual examination of the work of the individual department in connection with the overhead item to be distributed. The amount of supplies used by the department and the extent of

HOW IT IS HANDLED

The number of patient-days per month is also shown on this summary. A daily census of the patients is taken, which furnishes the basis for this statement.

A running inventory (card system) of all hospital

ENDORSEMENTS

CHECK HERE FOR CASH
FOR THE YEAR 1918

ENGLEWOOD HOSPITAL ASSOCIATION
CORNER 60TH AND GREEN STREETS

No. _____
Chicago, _____ 191____

Pay to the order of _____

_____ dollars _____ cents & _____

TO CHICAGO CITY BANK & TRUST CO. }
2-116 CHICAGO }

Vol. Enclosures 1925

ENGLEWOOD HOSPITAL ASSOCIATION
CORNER 50TH AND GREEN STREETS
Chicago, Ill. _____

To _____ Dr. _____

Address _____

[illegible]

Individuals handling service which involves charges

against patients are required to make written reports of this work. For instance, the pharmacist sends a report daily of prescriptions and medicines furnished patients to the office, with charges attached. The laboratory and radiographic departments, and operating room and dressing nurses make similar reports through the heads of each department, and where the charges are not "fixed," they are indicated by the superintendent, who must of necessity do this at the present time on account of the constant fluctuation in the cost of supplies. Charges for the use of the delivery room are entered when the report of the birth is made and the baby formally "admitted" to the hospital.

MIGHT ELABORATE SYSTEM

Our system might be considerably elaborated. For instance, each unit of service and each ward, or set of wards, might be handled separately. This would involve a great deal of additional labor, however, and the results would be of doubtful value. Our hospital contains 150 beds, and the superintendent is close enough to the work at all times to have a sufficiently good basis for comparing the different units. In a larger hospital such an analysis could be made by a simple extension of our system, and might be of value.

The main facts, and the essential facts regarding our operations are presented to us in convenient form, however, and we believe that the system, in view of its simplicity and ease of operation, is one that can readily be adapted to the work of other institutions.

Old Officers Re-elected

Cleveland Hospital Council Holds Annual Meeting—New Committee Is Organized

The annual meeting of the Cleveland Hospital Council was held February 13, and the old officers were re-elected. They are Mr. Arthur D. Baldwin, Babies' Dispensary, president; Dr. A. R. Warner, superintendent Lakeside Hospital, vice-president; Mr. Howell Wright, executive secretary, and the following members of the executive committee: Rev. C. H. LeBlond, director Catholic Charities, and Mr. C. B. Hildreth, superintendent St. Luke's Hospital.

A new committee has been organized by the Council, that on Purchasing and Standards. Mr. Henry S. Pickards is chairman, and the other members are Mr. A. R. Callon, Rev. C. N. LeBlond, Mr. F. E. Chapman, Mr. C. B. Hildreth, Miss Elizabeth Scherer and Mr. Howell Wright, secretary.

This committee is considering a plan for centralized purchasing on behalf of the members of the organization, and will shortly submit a report showing just how the idea can be worked out. Affiliation with a New York bureau for this purpose may be provided for.

Survey Civilian Hospitals

Surgeon General's Office Seeking Information Regarding Beds to be Used for Emergencies

The Surgeon General's office is not overlooking the possibility of emergency requirements which will make use of civilian hospital facilities in caring for returned wounded soldiers necessary. Communications have recently been sent out by Lieut.-Col. Winford H. Smith, of the Surgeon General's office, looking to a survey of important hospital centers to determine what can be provided in this way.

In a letter to the Cleveland Hospital Council, Lieut.-Col. Smith indicated that surveys of this character are being made in cities such as New York, Chicago, Philadelphia, Boston, Baltimore, Cleveland and other important communities. Dr. S. S. Goldwater, superintendent of Mt. Sinai Hospital, New York, is doing the work in the metropolis. The following information is sought:

How many hospitals are in a position to place beds at the disposal of the Army on short notice for emergency uses?

How many beds in each?

On what terms would these hospitals receive patients?

In explaining the objects of the inquiry and the possible use to which these hospital beds would be put, Lieut.-Col. Smith said:

The Surgeon General of the Army desires to prepare for every possible emergency. While it is contemplated to provide a sufficient number of hospital beds in military hospitals to take care of sick and wounded soldiers, nevertheless it is realized that an emergency might arise in which it would be necessary to make use of some of the large civilian hospitals advantageously located.

It is desired, if possible, to have all hospitals which are in a position to co-operate in this work agree upon a uniform rate to be charged the Government. It would also be desirable to form a committee or establish some central office, if possible, with which medical officers could communicate in case beds were needed.

It would be understood that these beds would only be used as an emergency measure in the event that additional beds are necessary, and that this survey does not in any way commit the Government to the use of these facilities.

The question has been taken up with reference to Chicago by the Chicago and Cook County Hospital Association. A questionnaire was recently sent to its members, and a meeting to discuss details will be held shortly.

Miss Elizabeth L. Buck, formerly supervisor of the Contagious Hospital, Kalamazoo, Mich., has been appointed superintendent of the City Hospital-Sanatorium of Kalamazoo.

Miss Marguerite Wohlers, superintendent of nurses at Steedly Private Hospital, Spartanburg, S. C., has resigned to become instructor at Polyclinic Hospital, New York City.

Miss Cora B. Lash has been appointed superintendent of the Allegheny Valley Hospital, Favenburn, Pa., succeeding Miss Daisy Robinson.

Organizing Fire Department at State Hospital

How Connecticut Institution Trains Employes for Combatting Blaze—Regular Practice An Essential Feature

By William C. Sandy, M. D., Assistant Superintendent Connecticut Hospital for the Insane, Middletown.



FIRE-FIGHTERS OF CONNECTICUT HOSPITAL FOR THE INSANE

An essential feature of all institutions for the insane should be adequate fire protection. By this is meant not only construction as nearly fireproof as possible, and provision for the necessary fire extinguishing apparatus, but also an organized method of combatting fires which is regularly practised by and made familiar to those who have the responsibility for the care of the patients.

In view of the recent fire which threatened to destroy the main building of the Connecticut Hospital for the Insane at Middletown, and which was confined to one wing, a discussion of organized facilities for fire-fighting at that hospital will be of interest and perhaps suggestive to other similar institutions, for it is unfortunately true that many hospitals for the insane are poorly equipped to cope with such an emergency.

The main building, erected some fifty years ago, of substantial brown stone exterior, was not provided with an interior construction in accord with modern ideas of fire protection. As a consequence, reliance had to be placed upon apparatus, of which there was apparently a quite adequate amount, being made up of fire escapes, extinguishers, standpipes and inch and a half hose of sufficient length upon every ward, with hydrants located at various points of importance outside on the grounds.

The water supply consists of five reservoirs, situated at a distance of about 7,500 feet from the buildings. Four of these reservoirs have a capacity of over

30,000,000 gallons each, the fifth being somewhat smaller. There are four water mains, one sixteen-inch, one six-inch and two eight-inch. Each building is supplied with outside hydrants with a sixty-pound gravity pressure and 125 pounds made possible by a fire pump, delivering 2,200 gallons per minute.

The present outside equipment consists of four reels of hose located in different accessible parts of the grounds and ladders at each building. In charge of this apparatus is the chief engineer, who is also the chief of the fire department. The latter consists of two companies of ten men each, there being a foreman in charge of each company. One company is composed of employes from the engineering force, the other mostly from the farming department, one of the latter being a truck driver. The personnel of the fire department is thus confined to mechanics and those engaged in laborious outdoor work, men who are the better physically fitted and trained for fire duty. There being two companies, a wholesome rivalry is engendered.

Each company is on duty on alternate days and the night of the same day, but, of course, both are subject to call at all times and respond in case of an alarm. For the service performed and the requirement that each member of the department remain on the hospital grounds on alternate days and nights, extra compensation is allowed, the foremen receiving ten dollars and the others five dollars per month in addition to their regular pay.

The present fire alarm system has twenty-two signal boxes located in various wards and other parts of the hospital. The signal boxes are operated by breaking the glass face. Connected with the system of alarm boxes is an eight-inch gong in the engine room, which strikes the number of the box from which the alarm is sent five times in succession. As soon as the gong rings, it is the duty of the engineer to repeat the num-



FIRE DEPARTMENT OUT FOR PRACTICE

ber on the whistle, and the latter will continue for ten minutes or until instructions are given to stop. Gongs are also placed in the fire chief's house, in two buildings where most of the employes who are in the fire department sleep, and at the two most remote buildings on the grounds of the hospital. These gongs likewise strike the number of the boxes five times.

In practice, the engine room may be notified as to the existence of a fire either by messenger or over the telephone, and the whistle (which, by the way, is reserved for fire alarm purposes) is then blown, the number indicating the location of the fire. When the fire whistle sounds, not only does the fire department respond, but also all other officers and employes, those in immediate charge of patients taking up their respective stations and awaiting orders.

Two fire drills are held every week, one for each company. These drills consist of practice in getting the apparatus quickly to different parts of the hospital, in connecting hose with hydrants, in laying hose into various parts of the interior and on various buildings (without turning on the water) in order that the men may become familiar with handling the hose and making coupling connections rapidly and without confusion.

At the direction of the chief, ladders are placed and lines of hose are laid, the attention of the men being called to such necessary details as the care of the coupling devices, the importance of avoiding kinks, twists or sharp turns in the hose, and the method of handling filled hose by means of the hose strap, especially in carrying hose up a ladder.

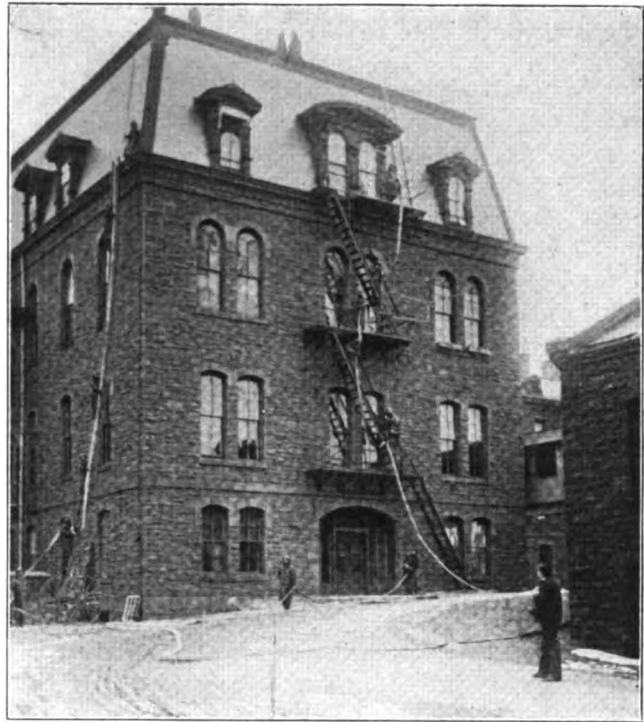
Occasionally, where practicable, water is turned on to accustom the men to the recoil and to the weight to be carried. At the conclusion of the drill, the hose is again carefully reeled up, if no water has been used, ready for the next occasion. The care of the hose, after being wet or soiled, receives considerable atten-

tion, and the men are taught proper methods of drying and cleaning it, the object at all times being to have the apparatus ready for instant action.

From time to time, the apparatus within the buildings, including extinguishers, water buckets, and standpipes with hose, is inspected, renewed when necessary and the attendants and nurses are instructed as to their location and use. The hospital generally is also regularly inspected at unexpected times by the Fire Underwriters' Association.

The hospital is fortunate in being located on the outskirts of Middletown, a city which is provided with an efficient and well equipped fire department. In the recent fire, much of the credit for confining the loss to one wing of the main building must be given to the excellent modern equipment of the Middletown and Hartford departments, both of which rendered effective aid at a critical time.

In rebuilding the burnt section it is planned to install certain added features for fire protection. There will be fireproof inside stairways, taking the place of the



TRAINING THE HOSE ON THE BUILDING

steep, open and unprotected fire escapes, making it possible to have the patients participate regularly in practical fire drills. The wing will be divided into sections by fire walls, with automatic fire doors, so that, should a fire start in one section, the others may be completely shut off and protected.

It is hoped that more apparatus will be allowed for the department. The addition of an automobile hose and chemical apparatus has been recommended. The installation of a more modern variety of alarm boxes has been planned, and the possibility of co-ordinating the inside and outside night watches by a system of "ringing in" to a central office, such as is found in a police department, has been under consideration.

Organizing and Administering Naval Hospitals

How Facilities For War Service Have Been Expanded—Use of Civil Hospitals Not Entirely Satisfactory—Character of Records

By Surgeon General William C. Braisted, United States Navy, Washington, D. C.

Long before this country entered into war the Bureau of Medicine and Surgery, Navy Department, had begun a careful investigation of the hospital facilities on or near the coast, both on the Atlantic and Pacific side, with a view to determining to what extent, in an emergency, the civilian hospitals could be depended upon to supplement the existing naval provisions for handling the sick. A series of questions regarding facilities and capacity was furnished to the superintendents of the institutions.

The information collected in this way was of considerable interest, but demonstrated at once the impracticability of relying on these hospitals. The replies to the questionnaire showed that many of the hospitals were unable to state definitely how many beds could be assigned to Navy use, and the superintendents seemed to prefer to leave the question open as to whether they would be available for Army or Navy use, and, in most cases, they were unable to state definitely the accommodations that would be available.

In many cases, where full co-operation was cheerfully promised, the number of available beds was too small, or the hospital was remote from a naval station or difficult of access from the water. It would have been necessary to resign control of the Navy personnel in these small hospitals or else detail an unduly large number of medical officers for their supervision in widely separated localities.

FACILITIES NOT UNIFORM

Except in the case of large hospitals in Boston, New York and Philadelphia, there was considerable discrepancy in the facilities available. Some hospitals were without X-ray apparatus, others had but a limited laundry equipment, still others seemed without adequate garbage disposal, and in the majority there was either no accommodation for or else a disinclination to receive contagious cases.

The principal difficulty, however, in the way of utilizing a portion of any civilian institution is this. The Bureau of Medicine and Surgery naturally requires to know in advance how many beds are available in any given hospital at any given time. The civilian hos-

Naval Hospitals Necessary

It is through no fault of the personnel of the medical corps, and much less through any lack of willingness to co-operate or of warm-hearted assistance on the part of civilian establishments, but rather from the inherent peculiarity of the needs and requirements of sailor patients that the Bureau of Medicine and Surgery has finally concluded that it will be for the best interests of the service to rent or build sufficient hospital accommodation to permit its assuming entire care of its own sick.—Surgeon General Braisted.

pital, on the other hand, cannot make iron-clad promises without serious detriment to its own interests. It may be full to crowding one week, and have 10 to 15 per cent vacancies the next. If it has engaged to hold a certain per cent of beds always available for Government use, then it must frequently turn away patients, which it can ill afford to do, considering the matter from the point of view of finance or prestige.

When our participation in the war became a matter of certainty, the Bureau was already in possession of a detailed report from the commanding officer of each naval hospital, showing to what extent his patient ca-

capacity could be increased and how, and plans had been formulated for taking over entirely or in part buildings and hospitals required. Plans had also been made for the erection of temporary buildings in hospital grounds under our control, for the enlargement of existing buildings, for the immediate completion of enlargements which had already been begun, and for accommodating large numbers of convalescents in tents in our hospital grounds where season and climate permitted.

With the progress of affairs and the development of the Navy numerically, it has been necessary to increase very largely the hospital provisions for existing training camps, and it has been necessary to put up hospital pavilions in new training camps established since the war began.

MEDICAL CORPS INCREASED

Step by step with the erection of new buildings or the absorption of existing hospital wards into the Navy hospital system has been the increase of the medical corps, both regular and reserve. The presence of a large number of medical officers of relatively limited practical experience and of a large number with no experience of the distinctly military features of the work gave rise at first to the fear that some confusion and disorganization might take place, but by a judicious combination and association of these various elements the most harmonious work has been obtained.

In the administration of the Navy base hospitals abroad, a commanding officer and an executive officer

are chosen from experienced officers of the regular medical corps of the Navy. They are indispensable because of their familiarity with naval discipline, with forms of naval procedure, and all the details connected with finances, with reports and returns, with the administration and discharge of patients, with the proper procedures connected with death, burial or transfer of remains.

The surgical and medical staff and the nursing force (female) for each base hospital is a local unit gotten up in some large city such as San Francisco, Toledo, Cleveland, etc., through the instrumentality of the Red Cross and definitely enrolled in the naval service when the services of the personnel were required. For the larger base hospital from 12 to 15 medical officers are required in addition to the commanding and executive officer.

With these would be associated 60 female nurses, some 80 members of the Hospital Corps of the Navy (lower ratings), 10 members of the Hospital Corps of the higher ratings, such as pharmacist, chief pharmacist's mate, pharmacist's mate, 1st and 2nd class. The personnel of the base hospital would include also one pay officer, one dental officer, one pay clerk, one commissary steward, one chief yeoman, four yeomen of lower rating, two carpenter's mates, two electricians, two plumbers and fitters, two coxwains or machinist's mates, thirteen cooks of various ratings and twenty mess attendants. Insofar as the staff of our hospital ships is concerned, a similar plan has been followed, but, so far, female nurses have not been assigned to the "Mercy" and "Comfort."

CIVIL HOSPITALS USED

In large centers of population like New York, Boston and Philadelphia, the overflow from our naval hospitals is cared for in civil institutions under the supervision of medical officers attached to the nearest naval hospital. Patients on a "dispensary" status are the special care of the medical aid to the commandant, but cases demanding hospital treatment come under the care of the director of hospitals of the naval district, who becomes the custodian of all official papers connected with them and must through his staff of assistants look out for their interests and at the same time see that they behave themselves, conforming not only to the regulations of the institutions where they are sheltered, but obeying the laws for the government of the Navy.

In spite of the best efforts of civilian and military authorities, the arrangement has not been wholly satisfactory. The demands made by the war have resulted in a noticeable shortage in nurses and interns, so that ward supervision and personal attention has not been what it used to be. Occasionally there have been complaints about the deportment of the sailor patients. It has been difficult, even with several medical officers constantly traveling from place to place, for them to see, as frequently as they merited, the Navy patients scattered through a dozen or more hospitals in New York City.

Sometimes there has been serious delay in the performance of a surgical operation, due to uncertainty and changeableness on the part of the patient in making up his mind, and to the necessity for communicating with the Navy director of hospital service for authorization. The ever-present consideration of "origin," of Government responsibility, of pension claims make it necessary to have this authorization from the director or hospitals, representing the Government's interests.

MUST HAVE OWN HOSPITALS

It is through no fault of the personnel of the medical corps and much less through any lack of willingness to co-operate or of warm-hearted assistance on the part of civilian establishments, but rather from the inherent peculiarity of the needs and requirements of sailor patients that the Bureau of Medicine and Surgery has finally concluded that it will be for the best interests of the service to rent or build sufficient hospital accommodation to permit its assuming entire care of its own sick.

The naval hospital is usually located in or near a Navy yard or station. The commanding officer of the hospital is usually a medical officer of the grade of medical inspector or medical director, with the rank of commander or captain, titles which correspond to lieutenant colonel and colonel in the Army. Next to him in authority is the executive surgeon or executive medical officer, who in the larger institutions is a medical inspector or a surgeon with the rank of lieutenant commander, corresponding to the Army title of major.

The commanding officer is responsible to the Bureau of Medicine and Surgery and to the Secretary of the Navy for the maintenance, in good order, of the buildings and grounds, on which no structural changes are permitted without authority of the Navy Department. He is responsible, also, for the proper professional care of the patients in the hospital at the hands of his subordinate medical officers, and he is responsible further for the preservation of order and the maintenance of discipline in the hospital buildings and grounds.

The executive surgeon or medical officer is the active agent or representative of the medical director in the execution of the duties above mentioned.

HANDLING OF SUPPLIES

The medical officers attached to a hospital are assigned to laboratory work, to specialties, such as eye and ear, X-ray, genito-urinary, medical and surgical cases, as their fitness and the local requirements suggest. A warrant or commissioned member of the Hospital Corps usually acts as commissary officer and supervises the requisition for and receipt of all stores, whether received by the day, the week, the month or in quarterly installments. He is charged with the duty of keeping the hospital stocked with necessary linen, surgical appliances, drugs and food supplies, makes inventories, keep records, etc.

The nursing is performed by members of the Nurse

Corps, female, and by members of the Hospital Corps of the Navy.

Each hospital has on its pay-roll a certain number of civilian employes, such as the ambulance driver, stable men, one or more machinists, one or more cooks and scullions, and a limited number of men and women employed for painting, cleaning, scrubbing, repairing, etc.

The clerical work of a naval hospital is far in excess of that required of a civilian institution of corresponding size and importance. This is made necessary by the fact that a patient entering a naval hospital has not severed his connection with the Navy, and on his discharge from treatment he returns to duty with a certain number of sick days to his credit, whose nature and origin and consequences must be fully indicated on his individual health record, to protect his interests and to protect, also, the interests of the Government in the event of disability and pension claims. Certain forms of disability lead to suspension of pay.

MANY FORMS REQUIRED

Besides the forms required by the Bureau of Medicine and Surgery there are forms to be made out in connection with the receipt and discharge of patients, their death and transfer, called for by the Bureau of Navigation. Since the big increase of work in our hospitals occasioned by the war, not only in the matter of caring for the sick but in connection with new construction and outside expansion, pay officers have been assigned to duty at some of our naval hospitals to relieve the medical staff of a part of the clerical work connected with the subsistence of patients and to simplify and accelerate the handling of their accounts.

Convalescent enlisted patients are assigned to light duty in the hospital proportioned to their strength and abilities. This is of huge value to the patients by taking their minds off themselves, and so lessening a tendency to despondency, to hospitalism, to the formation of habits of self-indulgence and laziness. At the same time, the service of the convalescents, though not of a high order, represents a considerable saving to the Government. The convalescent work is poor because the sailor leaves the ship to go to a hospital with regret, but has the compensating reflection that he will at least be able to take it easy for a brief season after the endless round of daily tasks aboard ship.

To have to do any work when he is up and around after illness in a hospital is a disappointment and seems like a breach of contract, because one of the incidental advantages of enlistment mentioned at the recruiting office is free medical attendance. The attendance is not regarded by the sailor as free if he has to do work of even the lightest description while a patient.

All but venereal patients are allowed on liberty about three afternoons and evenings a week, if their physical condition permits. This practice is the source of much bother to the hospital staff, but the benefit to the patient is usually a very definite and valuable one.

Venereal patients, on the other hand, are usually restricted to the buildings and grounds. Keeping them contented and busy and out of mischief is one of the difficult tasks of the executive surgeon.

Women Nurses Are Best

Can't Dispense With Them in Favor
of Soldiers Taken from the Ranks

Maj. Christian R. Holmes, commander of the base hospital at Camp Sherman, Chillicothe, O., recently addressed young women at a Red Cross meeting in Cincinnati on the importance of nursing work in the war, and emphasized the fact that female nurses cannot be replaced by men.

Maj. Holmes is the head of the Holmes Private Hospital, of Cincinnati, and is well known to Ohio hospital superintendents. In his talk he said:

The cry for more nurses is an urgent one, and nowhere is that better demonstrated than in the army cantonments today. The degree of need for them in the different camps has varied according to the health of the camps. But, based upon my observation at the base hospital at Camp Sherman, where, while we have had many patients, the diseases for which they entered have largely been of the lighter varieties, but even under such favorable conditions, the woeful lack of enough women nurses has been keenly felt by the patients and attending staff.

If that is the condition in a camp singularly blessed with a very low mortality rate, you can imagine how great has been the need for women nurses in some of the camps where the diseases are of much more severe type and the death rate much higher.

No matter how willing a man may be, it is preposterous to assume the ordinary soldier taken from the ranks is fit to do anything in the sick wards but ordinary orderly work. But few men can be educated to be good nurses, but all women are natural born nurses, the degree of perfection they acquire being largely due to education and environment. They are the true ministering angels of mercy in sickness and sorrow, but never in such demand as today as a result of this cruel war.

The daily average of new patients entering the base hospital at Camp Sherman during the month of January to date has been 100. You can realize what that alone means for 60 nurses. We should have at least double that number. The patients are suffering for want of them and yet large numbers of trained nurses are not responding.

Many are waiting to go abroad partly through the spirit of adventure, so strong in most human beings. But why wait? Realize the splendid opportunity you have in receiving a preliminary war training in our military hospitals. Remember that the nurse, as well as the doctor, has considerable to learn as to how things are done in the army.

Liberty Loan Committee

The Chicago and Cook County Hospital Association has established a Liberty Loan Committee to stimulate purchases of Liberty Bonds by its members. The committee consists of Mr. Asa S. Bacon, superintendent of the Presbyterian Hospital; Mr. J. L. Meigs, superintendent of St. Luke's Hospital, and Dr. E. T. Olsen, superintendent of Englewood Hospital.

Mrs. J. P. Burnett, superintendent of nurses of the Baptist Sanitarium, Galveston, Tex., has been appointed superintendent of the institution.

Miss Blanche E. Dickinson is now superintendent of Columbia Hospital, Lancaster, Pa. She succeeded Miss Ruth Eby.

Standard Methods of Reclaiming Used Gauze

Scarcity of Material Makes Recovery Desirable—Procedure
Reduces Requirements for New Gauze and Saves Money

The importance of reclaiming used gauze, owing to the scarcity and high price of this material, which is now required in enormous quantity for war purposes, is such as to justify presenting in this issue of HOSPITAL MANAGEMENT the methods that are used in leading hospitals where gauze has been reclaimed successfully for some time.

Pennsylvania Hospital, of Philadelphia, of which Mr. Daniel D. Test is superintendent, has been reclaiming a large percentage of its used gauze for a number of years. Mr. Test has outlined the method in use as follows:

The soiled dressings are collected in low-priced, twenty-pound automatic paper bags, held in position by home-made frames. Immediately after the surgical dressings are completed, the bags are taken to the laundry, where the dressings are transferred to net bags, and placed in cold water in the soaking tank. This water is changed three or four times during the day. The following morning the net bags, containing the dressings, are transferred to the sterilizing washer, and washed by the following process:

HOW GAUZE IS WASHED

- I. Two cold-water washes, without soap or alkali, for ten minutes each.
- II. Wash forty-five minutes in hot water and soap solution.
- III. Rinse twice in hot water for ten minutes each.
- IV. After small amount of hot water is placed in washer, run cylinder for forty-five minutes under steam pressure of twelve pounds.

After the dressings are put through the extractor, they are taken, while moist, to the gauze room, where they are stretched, trimmed and prepared for final sterilization by the gauze class, under class supervision. Preparation and sterilization of dressings are taught at the same time. The class hour is sufficient.

The trimmings, worn-out pieces and pieces of gauze bandages are saved until a considerable quantity has been collected, and are then sent away to be picked and carded for absorbent cotton. The amount of gauze cotton thus secured nearly equals the amount of absorbent cotton required.

Dressings properly washed are entirely aseptic before the final sterilization in the gauze room and could be used for any purpose, but as a matter of convenience the new gauze is first used in the operating rooms.

The dressings are first cut large and of uniform size, and as they become smaller, as a result of washing and trimming, they are placed in the next smaller size. Four sizes are convenient for nearly all dressings.

Where the gauze is to be reclaimed, a cheaper qual-

ity than a heavy 24x28 count is not economical. Muslin bandages are washed and ironed, but it does not seem practicable to iron gauze bandages—hence they are used as waste.

Most manufacturers of cotton waste do carding, but if location makes this impracticable, a picker may be purchased and the waste used without carding. While carding is very desirable, a carding machine is expensive.

New York Hospital, of which Dr. Thomas Howell is superintendent, also reclaims its gauze. Its procedure is as follows:

First there are two or three cold waters to clear away the blood. Then the material in the washer is given a soda bath, followed by a cold rinse. A bath of soda and soap follows this, with another cold rinse, and the process is repeated once again. Then the goods are ready for a bleach of chloralime, a temperature of only 90 degrees, Fahrenheit, in the washer providing chlorine gas, which is a powerful disinfectant. The bleach is allowed to remain, with the washer sealed, for half an hour. Then there are three hot rinses with steam, two cold rinses, bluing, and the gauze is ready for the sterilizer.

Convalescents in the hospital are given the gauze to straighten out and fold after it has come from the sterilizer. It is then ready for use.

The Massachusetts General Hospital, of Boston, has been using a method of reclamation since 1904, and has found that the plan results in a great saving in the cost of its gauze. The method is as follows:

COLLECTED IN PAILS

All gauze and bandages from ward dressings, amphitheater, out-patient department and operating rooms, except those used in a few special cases, are placed in covered galvanized iron pails, and a collector from the laundry force gathers them twice a day, leaving a clean pail in the place of the one removed. The same man sorts the gauze, transferring it from the pails to mesh bags, being careful that the bags are only half filled. The gauze is kept in these bags throughout the remainder of the process.

It is allowed to soak over night in cold water; the water is changed several times. The following morning the bags are put in a washing machine. They are then rinsed in cold water until the water remains perfectly clear. The gauze is then washed with warm water, soap and sal soda, using enough soap to make heavy suds. After this washing it is rinsed in hot water. After the rinsing, enough hot water is turned into the washer to cover the bags.

Steam is then turned on to a pressure of ten pounds, which is maintained for half an hour. Following this

laundry sterilization the gauze is washed again, with the addition of twelve quarts of soft soap, followed by three rinsings two hot and one cold.

After washing, the gauze is put into an extractor, and following extraction, while it is damp, it is sent to the out-patient department, where it is inspected. It is untangled and straightened, and the inspector throws out any piece of gauze which is stained or has anything adhering to it. The gauze is again handled by nurses or supply room maids, and is cut to suitable sizes and placed in packages for the last sterilization. The final sterilization is then done at a temperature of 250 degrees, with a pressure of 15 pounds.

Bandages are stretched and re-rolled by the supply room maids. Most of the bandages used in the out-patient department are of used gauze. This is softer and more absorbent than new gauze.

CONVERTED INTO LINT

Part of the gauze, which consists of too small pieces or is too badly tangled to be worth straightening, is run through a rag picker and becomes a very light and absorbent lint, which is sterilized and used for dressings where absorbent material is required. It is also used in the boiler house in place of waste for wiping purposes. Gauze that is stained with chemicals is used by the house cleaning force.

A Catholic hospital in a western state recently supplied HOSPITAL MANAGEMENT with its method for gauze reclamation, which has been in use for some time. It is as follows:

The gauze is first soaked in a solution of sal soda, and then rinsed in clear running water. Following this it is boiled in strong soap suds, rinsed again in clear water, wrung as dry as possible, shaken and loosely thrown into open work laundry bags with a very large mesh. These bags are placed in the washing machine, where the gauze is subjected to the routine washing and rinsing, transferred to the extractor and thence to the tumbler, from which it emerges soft and white and fluffy. It is then folded down and sent back to the dressing room, where it is prepared for the sterilizer.

USED GAUZE IS SAFE

While it is generally believed that the process through the washing machine in the laundry, especially where steam is turned into the washer, sterilizes the gauze completely, and makes it safe for re-use, the fact that it is sterilized in the regular way before being used over again insures the absolute safety of its application in this way. No case of infection has ever been recorded as a result of using reclaimed gauze which had been washed according to an approved method.

While the saving in money depends on the amount of gauze that is handled, it runs into thousands of dollars in large hospitals. The proportionate saving is at least 25 per cent and often as high as 33 1-3 per cent, after making allowance for the cost of the work and the labor required for sorting and folding.

Distilling Used Alcohol

Large Percentage Can Be Reclaimed by Simple Process—How It Is Done

Miss Elizabeth Selden, superintendent of Butterworth Hospital, Grand Rapids, Mich., believes that it would pay even a small hospital to reclaim its used alcohol by means of distillation. A home-made still was provided for use in her hospital.

In discussing the subject in the *Journal* of the Michigan Medical Association, she says:

"Institutions using untaxed alcohol can not only serve their government but lower their own expense, not alone by avoiding waste in the use of alcohol but by reclaiming by distillation much of that used in the sterilization of instruments and hand solutions.

"Here in our own hospital, where it is essential that the strictest economy be exercised, we found that the alcohol, which is the hand solution generally used, was being poured over the hands, instead of immersing them in a basin of the solution.

"After consulting with our doctors, basins containing the alcohol were substituted for the old method. These basins are replenished as necessary.

USED ALCOHOL SAVED

"The used alcohol from these basins was saved and stored with that obtained from other sources. At the end of a busy two weeks there were some five gallons in the receptacle. This alcohol contained as its chief impurities iodine, mercury bichloride, Lysol, compound cresol solution, soda, lime and oil of cloves, according to the different preparations preferred by the surgeons."

The matter of distillation was investigated, and it was found that while this would require a license from the Internal Revenue Department, there would be no charge for this. The process was at first handled through outside sources, and the redistillation of the first five gallons of used alcohol netted the hospital about three and a half gallons of a 75 per cent solution at a cost of \$1.00. This represented a saving of about \$1.25 a gallon. Miss Selden says, however, that the product can be used for external purposes only, as it is impossible to secure a preparation sufficiently pure for internal use without rectification.

Her belief is that even a small hospital will average at least two gallons a week, which on redistillation would yield about one gallon of 95 per cent alcohol, showing a saving of \$1.10 a week. The saving is such as to justify the purchase of distilling equipment, though it is possible to have the work done outside at small expense.

"Trench Tubes" Now Offered

Davis & Geck, Inc., of Brooklyn, have announced the production of "Trench Tubes," containing iodine tincture, with swabs, intended for emergency use. A 5 per cent tincture is used. The use of a sealed tube, it is pointed out, insures the swab being retained in aseptic condition. The tube is of glass, enclosed in a wooden case.

"Who's Who" in Hospitals

Personal Notes of Men and Women
Who Are Making the Wheels Go 'Round



CAPT. ARTHUR C. BACHMEYER,
Superintendent Cincinnati General Hospital.

Captain Bachmeyer, who entered the Medical Reserve Corps immediately following the breaking out of the war, continued to exercise supervision over the Cincinnati General Hospital, of which he is superintendent, until he was ordered to report at Mineola, L. I. It is expected that he will shortly leave for service abroad. He is chairman of the Cincinnati Hospital Association, and one of the most aggressive and popular hospital administrators in the country. While he is in military service, Dr. Walter E. List, assistant superintendent, is in charge of the hospital.

Dr. M. L. Perry, who has become superintendent of the Topeka, Kan., State Hospital, entered state hospital work in 1894 as assistant physician in the New Jersey State Hospital at Morris Plains. In 1899 he was appointed pathologist at the State Hospital at Milledgeville, Ga., where he remained until 1903, when he was appointed superintendent of the State Hospital for Epileptics at Parson, Kan., where he served until his recent transfer.

Mr. John H. Ransome, superintendent of the Central Free Dispensary, Chicago, has been named on a committee to study health insurance by Gov. Lowden, of Illinois.

Dr. J. O. Skinner, superintendent of Columbia Hos-

pital, Washington, D. C., has been transferred, at his own request, from the retired to the active list of the Army and assigned to active duty in the Attending Surgeon's Office in Washington. He has the rank of Major.

Miss Anna M. Sweeney, superintendent of Franklin County Hospital, Greenfield, Mass., for sixteen years, has retired from hospital work. She was formerly superintendent of nurses at Norton Infirmary, Louisville, Ky., and later held the same position at the Louisville City Hospital. Miss Annie Barclay, superintendent of nurses, was appointed acting superintendent.

Dr. Charles D. Cleghorn, superintendent of Macon, Ga., Hospital, received this appointment following the resignation of Mr. O. E. Nicholls. He is forty years old, and is a graduate of the College of Physicians and Surgeons, New York. He has been specializing in Roentgenology since 1915, and was in charge of this department at the time of his appointment as superintendent of the hospital.

Dr. Abraham Weinberg has been named as physician in charge of the Kansas City, Mo., General Hospital on night duty. Mr. R. T. Weber, who has the title of business manager, is in charge during the day.

Miss Goldie Cooper has become assistant superintendent of the Saratoga, N. Y. Hospital. She is a graduate of Rochester Homeopathic.

Miss Mary L. Hench has been named superintendent of Millville, N. J., Hospital, succeeding Miss Clara Collins, who resigned. Miss Ruth Avis is assistant superintendent.

Miss Iva Williamson has been appointed superintendent of nurses at Fairmont Hospital No. 3 at Fairmont, W. Va., a state hospital. She succeeds Mrs. P. D. Ogden, who resigned.

Dr. Ferne Bowman is now superintendent of the Noble County Infirmary, Goshen, Ind.

Dr. F. W. Harmon has resigned as superintendent of the Longview Hospital for the Insane at Cincinnati after a service of 27 years. His retirement was due to ill health.

Base Hospital for Italy

The 500-bed United States Army base hospital which will be sent to Italy by the special authorization of Secretary of War Baker is practically ready to start. This will be the first regular army hospital unit to be sent by the Army Medical Department to Italy. It remains to be seen whether it will work directly under the ranking military officer in Italy or under the Italian commander in chief.

May Postpone Convention

Owing to the fact that the Cleveland Hospital Council, which is to be the host of the 1918 convention of the Ohio Hospital Association, has been busy with war work of late, it is possible that the convention, which was scheduled for May 23-25, will be postponed. A conference to discuss the matter was held recently. If put off the meeting will probably be held in October.

Hospital Management

Published in the Interest of Executives in Every Department of Hospital Work

Published on the fifteenth of every month by the
CRAIN PUBLISHING COMPANY

INCORPORATED

608 S. Dearborn Street, Chicago.

G. D. CRAIN, JR., Managing Editor.

SUBSCRIPTION PRICE : : : : : \$2.00 PER YEAR

OFFICIAL PUBLICATION, OHIO HOSPITAL ASSOCIATION

New York Office: Boston Office:
621 Broadway, Old South Bldg.,
JAMES KRUEGER, Manager. A. W. RIDGOUT, Manager.
Cincinnati Office:
First National Bank Bldg.,
KENNETH C. CRAIN, Manager.

Vol. V.

April, 1918

No. 3

Hospital Convention Calendar

Kansas Hospital Association, May, 1918.

Ohio Hospital Association, Cleveland, May 23-25, 1918.

American Association of Industrial Physicians and Surgeons, Chicago, June, 1918.

American Hospital Association, Atlantic City, N. J., September 24-28, 1918.

American Dietetic Association, Atlantic City, N. J., September 24-28, 1918.

Urge Your Employees To Buy Liberty Bonds

One of the ways in which the hospital superintendent can do his part to assist in the sale of Liberty Bonds is to suggest to his employees and other members of his organization that they invest in them.

The denominations in which bonds are available are so small, and the payments have been arranged in such convenient forms, that anyone, even with limited buying capacity, can take at least a single \$50 bond.

The superintendent, his department heads and members of his staff may be assumed to have a keen interest in the success of the Liberty Loan, and therefore to do their parts individually. Likewise, some hospital boards are going a step further and are investing a portion of their endowment funds in this way.

Do your share for Uncle Sam and the Liberty Loan!

Standardize Hospital Charges

Hospital standardization is being considered with reference to service. That is a movement which is winning support from many quarters.

Standardization of another kind may also be properly taken up. That pertains to charges for service.

While it is no more possible to make charges uniform than it is possible to make service absolutely uniform, there should be a basis for the establishment of rates, just as there is a basis for the establishment of service. The "common denominator" can be found in each instance.

The War Department, through the Surgeon General's office, is investigating the question of the availability of emergency beds in civilian hospitals, and is also asking the hospitals for information as to the rate at which such beds will be supplied and maintained. The hospitals in the different cities are looking into the matter, and are likewise giving attention to the question of a standard rate to be fixed for this service of the Government, in case of need.

Perhaps this is the entering wedge to more careful consideration of the matter of rates. There has been a certain degree of reluctance on the part of some hospital administrators to exchange information regarding the rates that they are charging. There is no reason why such an attitude should be held; on the other hand, free discussion of matters of this kind will lead to benefits for everybody concerned.

Rates are, or should be, the product of cost. That is, costs should determine the rates, and the latter should be based on cost, as shown by actual accounting of the expenses of operation. Rates that are arbitrarily fixed, or which have no direct relationship to costs of service, need explanation and apology.

The more hospital superintendents get together and talk costs, rates and service, the closer they will get to standardization along all of these lines. Secrecy is out of the question. There is no reason for it. Hospitals are not competitors, but co-workers in the same field, and working together is the only way to insure progress for all.

Distribution of Overhead Costs

The leading article of this issue of HOSPITAL MANAGEMENT deals with the accounting system of Englewood Hospital, of Chicago, as described by Dr. E. T. Olsen, superintendent of that institution. One of the most suggestive features of the whole article is the description of the method used in handling overhead.

This is a factor which has perhaps caused more confusion and doubt in the minds of hospital administrators than anything else. The fact that overhead expense is an element entering into the cost of every kind of hospital service is realized, and yet the realization is not always followed by a determination of that part of the expense, and by expressing it in the rate which is asked for a particular service.

For example, we published several months ago a statement of rates for operating room service of a certain hospital, in which it was shown that the rates were insufficient, by something like \$100 a month, to

pay the direct charges involved in the maintenance of this department.

The article of Dr. Olsen brings out the fact that the direct expense of maintaining operating room service in Englewood Hospital is less than half the total expense; in other words, that overhead costs are more than 50 percent of the cost of providing this service.

Consider what this means in the case of a hospital which is running behind, even in connection with the payment of direct expenses out of the receipts of the operating room.

If it is costing \$600 to maintain this department, and the receipts are \$500—developing a direct loss of \$100 a month, as indicated above—the actual loss, including overhead, based on the experience of Englewood Hospital, would be found to be in the neighborhood of \$700. This may seem astounding, but it is a reasonable assumption, based on actual study of the facts.

The hospital which is fixing rates without knowing what its overhead is, or what proportion of that overhead should be charged to the various departments, is operating blindly. The superintendent who has a schedule of rates of this kind cannot hope to succeed until he has made a study of the situation, found out what his costs actually are, and then fixed his rates accordingly.

Increasing Importance Of Maternity Wards

There is no doubt that the maternity department of a general hospital is able to render service of a real and unquestioned character. In fact, this is a primary and fundamental feature of its work, to which almost everything else is corollary. The facts of human life present the maternity department as an obvious and elementary division of hospital activities.

The trend of the times is increasing the importance of this department. Movements having in view the improvement of hospital service invariably emphasize the necessity of giving sufficient attention to this work. On the other hand, the demand for this service on the part of the public is increasing, as people learn how necessary it is that mothers and their children be cared for in the most scientific and accurate way.

Hospital superintendents report that few beds in their maternity departments are ever vacant. Many general hospitals, without any conscious effort to specialize, are finding a larger and larger percentage of their beds devoted to this important work, and are receiving every evidence that the service is appreciated. Doctors are co-operating by urging their patients to make use of hospital facilities in these cases.

The only comment that needs to be made is that, whatever you do, don't neglect or minimize the maternity department. Give it room and opportunity to grow; encourage doctors to bring their maternity

cases to you. If you are operating a dispensary or out-patient department, include maternity cases among those that are treated there.

All of this is so splendidly useful, so unquestionably valuable, and serves such a great purpose from a community standpoint, that the hospital which carries on its work with special reference to the needs of its people in this connection is certain of reward and appreciation which can hardly be duplicated in any other way.

Industrial Hospitals And Their Future

The Illinois Steel Company, which has maintained two hospitals with an aggregate capacity of 175 beds for a number of years, is arranging now to establish another, to take the place of the 50-bed hospital at its South Chicago Works, which will have a capacity of 90 beds and will be equipped with an eye to the best in hospital appointments and machinery.

This is a striking instance of the way in which hospital service in industry is developing. It is true that not many corporations, relatively, have the number of employees or the number of surgical cases to warrant hospitals with a large bed capacity, or require the organization that is maintained by the Illinois Steel Company. Yet there are many in a position to make use of similar facilities which only slowly are adopting this plan. Usually such a service starts from small beginnings, and develops gradually.

The more industrial managers appreciate the part that hospital work can be made to play in cutting down the seriousness of injuries, restoring men to work quickly and helping to maintain their working organizations, the more willing they are to pay whatever is necessary for the equipment and maintenance of such a department.

The scope of the Illinois Steel Company's surgical department is described in an article in the Industrial Department of this issue. It is significant that cost has been practically disregarded in the operation of the department. The company knows that this work pays, and it is sparing no expense to enable its surgeons to do their work to the best advantage.

Notes and Comment

The German Hospital of Chicago has changed its name to Grant Hospital.

The Binghamton, N. Y., County Hospital has asked the council to authorize an increase in its rates.

The Macon, Ga., Hospital has increased its rates for private rooms from \$3.00 to \$3.50 a day.

The cost of coal at the Louisville, Ky., City Hospital increased \$15,000 last year.

Mills manufacturing bleached shakers, outing and mottled flannels have advanced their prices three cents a yard.

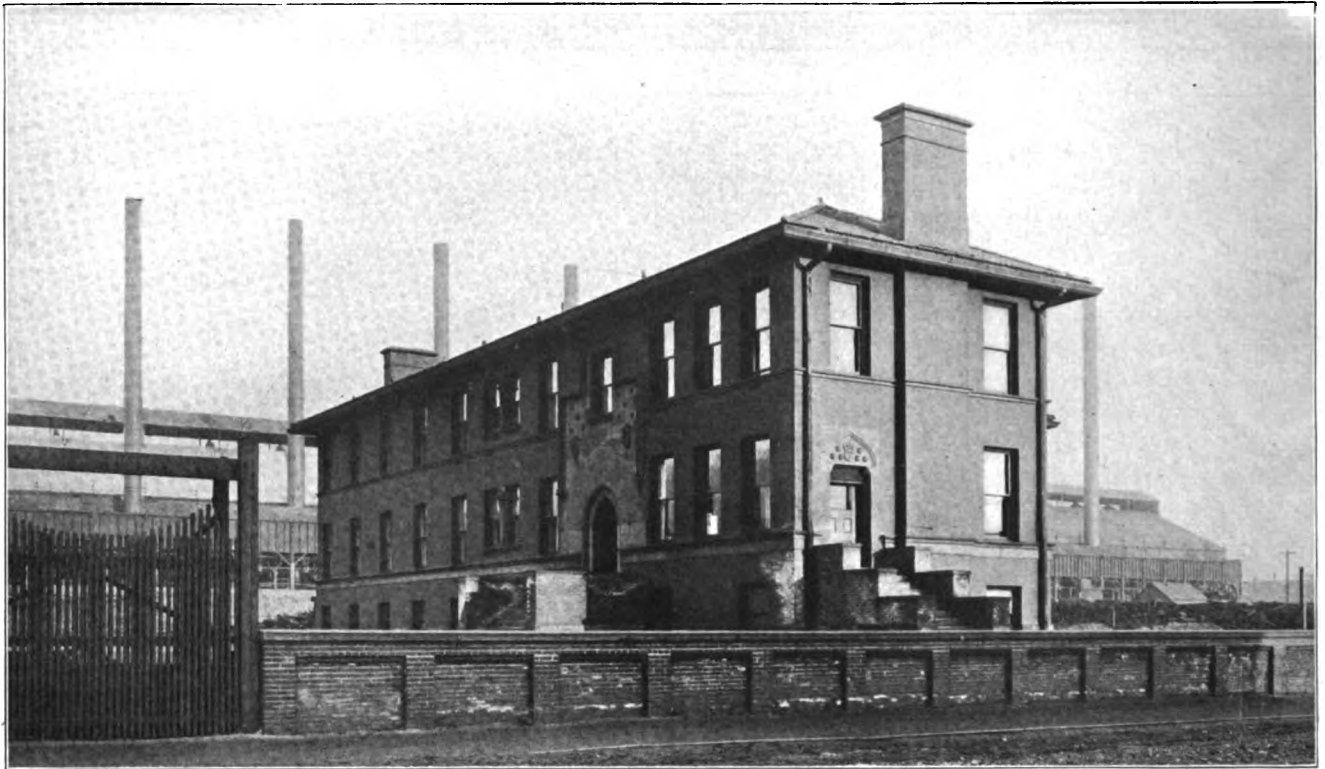
The Dallas, Texas, Baby Camp is planning a hospital building with a capacity of 100 beds. It will cost \$30,000.

INDUSTRIAL DEPARTMENT

Two Hospitals Operated by Illinois Steel Co.

Only Surgical Cases Are Handled, and First Aid Work
is Taboo—Male Nurses and Ambulances Provided

By G. D. Crain, Jr.



50-BED HOSPITAL AT SOUTH CHICAGO WORKS OF ILLINOIS STEEL COMPANY

This hospital will shortly be replaced by a modern building with a capacity of 90 beds. Dispensary facilities in the plant will also be provided.

The fact that steel workers are paid a much higher wage, comparatively, than most other classes of industrial employes has had a definite effect on the character of the medical service offered in that field.

The Illinois Steel Company, with general offices in Chicago, and plants in South Chicago, Gary, Ind., and Joliet, Ill., has one of the best organized surgical departments to be found anywhere; but it does not attempt to do work outside of this particular field.

If a man becomes sick while at work, he is given attention; but ordinarily he is expected to provide for medical service outside of the plant, and he is paid a sufficient wage to enable him to take care of this and other requirements.

Thus the service of the company's doctors is along strictly surgical lines, having to do with the care of men who are injured in the course of their employment. Within that apparently limited field the company has built up a remarkable service, which for equipment and personnel could hardly be surpassed.

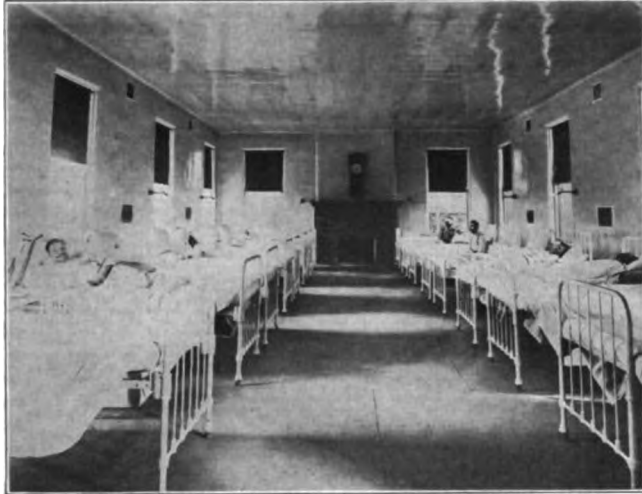
Dr. James Burry is chief surgeon. With him at the

general offices is Dr. H. W. Sutcliffe. A 50-bed hospital is operated at the South Chicago Works, while a 125-bed institution is in service at Gary. In Joliet hospital cases are cared for at the Silver Cross Hospital, the company's own surgeons handling the cases. There is also a complete dispensary at Joliet.

An interesting feature is that the nursing service in the company's hospitals is furnished by men. Owing to the heavy nature of the work and the fact that only men are cared for, this plan has been regarded as best. It costs more to provide men than women, but Dr. Burry is convinced that this character of service is most satisfactory. There are five nurses at South Chicago and seven at Gary. Their work is simplified and the comparatively small number explained by the fact that most of the patients are in wards. They prefer to be with the others, as a general rule.

There are 10,000 employees to be cared for at the South Works, with 20,000 at Gary and 5,000 at Joliet. They work in numerous buildings covering a large area. The frontage of the South Chicago plant, for

example, is a mile and a half. This explains the advisability of using ambulance service. One ambulance is used at the South Works and two at Gary, while another is operated at Joliet. Those at the first two plants are Ohio Electrics, with ambulance bodies made by the Rock Falls Manufacturing Company, of Sterling, Ill. The ambulance at Joliet is a White gasoline



WARD IN HOSPITAL AT SOUTH CHICAGO WORKS.

car, with ambulance body of the Illinois Coach and Carriage Company.

As soon as a man is injured, the foreman telephones for the ambulance. He is taken immediately to the hospital. If his injuries are not such as to make him a hospital case, he is taken to his home and brought back to the hospital in an automobile maintained by the company for this purpose, so that he will obtain everything in the way of service that he may require. The ambulances make detailed reports of their calls each day, and usually the time required is not more than fifteen or twenty minutes.

First aid work is frowned on by Dr. Burry. He believes that more infections are caused by attempts at first aid than anything else. "Eye-picking," for example, leads frequently to ulceration of the eye. For this reason it is required that the case be put in the hands of the surgeon, so that skilled service may be assured in every instance.

There are four resident surgeons at the South Works, where Dr. H. R. Colver is surgeon in charge. At Gary Dr. Ira Miltmore is in charge with five surgeons under him, while at Joliet Dr. W. B. Huey has charge of the dispensary and looks after the hospital cases. These men are administrators as well as surgeons, and are responsible for the efficient management of the hospitals, as well as the surgical treatment of their cases.

During 1917 about 30,000 cases were handled by the dispensaries and hospitals of the Illinois Steel Company. It is estimated that the cost of maintenance for hospital cases is \$3.00 a day, which is pretty conclusive evidence that the patients get proper service. The food costs are especially heavy, as most of the men who are confined in the hospitals are able to

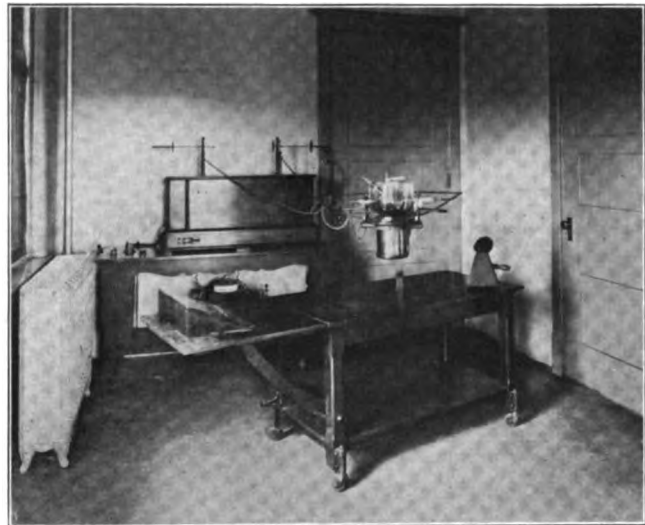
eat well and enjoy their meals. There are few infections. Tables are provided for the ambulatory patients, another feature which reduces the amount of nursing service required, and likewise reduces waste in serving food.

At the South Works a dispensary is provided in connection with the hospital. A new hospital of 90 beds is now being planned, and when this is erected, in a new location, a separate dispensary in the plant proper will be maintained.

Sun rooms are a feature of the hospitals at South Chicago and Gary. Pleasant surroundings are provided for the men during the time they are in the hospital, and nothing is overlooked that will assist in their proper treatment.

In this connection it is worth noting that nobody from the claim department can see a patient in the hospital. In other words, the employee leaves with the same legal rights that he had when he entered. When the case is dismissed, a report is then made to the claim department; but no one can "talk settlement" to a hospital case. This is an inviolable rule, and one that Dr. Burry is very insistent upon the observance of. This is another feature that makes for the mental comfort of the injured man, while the character of the hospital service insures his physical comfort.

An important feature of the hospitals' equipment is



X-RAY EQUIPMENT IS A FEATURE

X-ray apparatus. Seven different outfits are employed, Victor equipment being used throughout. The scope of the application of X-ray work is constantly increasing. The surgical department made use of the X-ray as long ago as 1896, and has constantly developed that feature ever since.

Value of Washrooms

In a bulletin illustrating the washrooms of the B. F. Goodrich Company, of Akron, O., the National Safety Councils says: "Plenty of soap and water add much to the efficiency of this modern industrial plant. A clean workman is a self-respecting and valuable employee. New men are attracted to plants offering modern sanitary equipment."

Fixing Status of Crippled for Compensation

Return of Disabled Soldiers to Industry Increases Present Problem—Details of Plans Proposed to Meet Situation

By Carl Hookstadt, Bureau of Labor Statistics, Department of Labor, Washington, D. C.

[EDITOR'S NOTE: The status of the crippled man, especially the soldier who is disabled in the war and restored to industry after rehabilitation and reeducation, presents one of the most important and difficult problems arising out of the world conflict. How he is to be compensated for succeeding injuries is the question which must be met, and this is now being considered. Mr. Hookstadt's discussion, as given in the Monthly Bulletin of the Bureau, will prove illuminating to employers and others.]

The reemployment of the partially disabled and handicapped man in industry presents many complex and difficult problems. Assuming that an injured man has received full compensation benefits in accordance with the law, and has been functionally restored and industrially reeducated, what then? From the industrial and compensation viewpoint he constitutes an extrahazardous risk.

Not only is he more liable to injury and to be a greater source of danger to his fellow workmen than a normal man, but the consequences resulting from an injury would be greatly increased. The loss of an eye of a normal worker causes disability variously estimated at 30 per cent, and compensation is granted usually for 100 weeks. The loss of the second eye of a man who had already lost one eye would result in permanent total disability, which is usually compensable for life.

DISCRIMINATION AGAINST HANDICAPPED

Under such circumstances discrimination against the employment of such physically defective men would be a natural consequence. In fact, such discrimination has been and is being constantly practiced by employers throughout the country.

However, assuming that the partially disabled would not be discriminated against, what effect would the employment of such men have upon wages? Would it result in lowering the labor standards? Would it mean the displacement of the normal workman by the crippled workman?

Furthermore, the reemployment of the partially disabled men should be earnestly considered in conjunction with the whole problem of employment and unemployment of normal workers. Surely, unemployment of the physically normal is just as important a social problem as the unemployment of the physically defective.

The foregoing problems are primarily concerned with the industrially disabled. More difficulties arise when the military cripples are considered. At the present time the Federal Government, through its Bureau of War-Risk Insurance, pays compensation benefits to our soldiers and sailors disabled in the service, and provision has also been made for

their functional and professional rehabilitation. Presumably compensation payments will continue until the men are replaced in industrial and commercial life.

But again we are confronted with the present disinclination and the probable future refusal to give employment to such men. Sentiment and patriotic ardor cannot be relied upon to solve the problem. It has been suggested that in order to prevent industrial discrimination against disabled men a premium be placed upon their employment by relieving the employer of the extrahazardous risks which such employment would entail.

PRESENT STATUS OF CRIPPLES

Very few of the states have attempted a solution of this problem. The provisions of the forty state and territorial compensation laws relating to compensation for second or successive injuries are as follows:

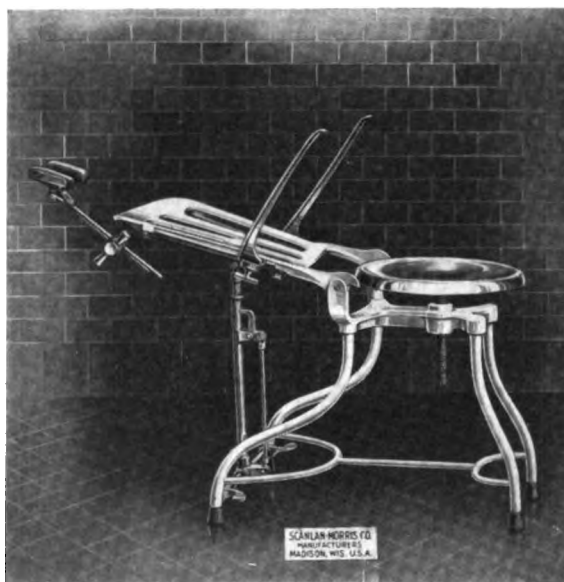
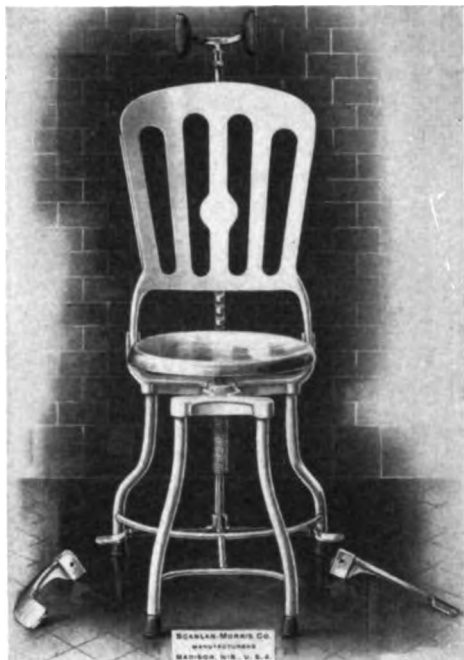
Eight states provide that compensation for second injuries shall be computed on the basis of the disability caused by that particular injury without reference to previous injuries.

Fifteen states provide that compensation for second injuries shall be determined by subtracting the disability caused by the prior injury from the whole disability caused by subsequent injury.

The phraseology used in some of the laws, however, is indefinite and susceptible of more than one interpretation. Of these 15 states, four—Kansas, Kentucky, Nevada and Wyoming—definitely state that compensation for subsequent injuries shall be based upon the disability caused by such injuries minus the disability caused by previous injuries; four states—Maryland, Montana, Oregon and Washington—provide that compensation shall be determined in accordance with the combined effect of the injuries and past compensation paid; two—Illinois and South Dakota—state that compensation shall be apportioned according to the proportion of incapacity caused by the respective injuries; while five—Maine, Michigan, Oklahoma, Rhode Island and Wisconsin—provide merely that compensation shall be based on the reasonable earning capacity of the employe at the time of the later injury; but in Wisconsin greater compensation is awarded for second injuries (eye and hearing only) than for primary injuries.

Seventeen states make no specific provision in this respect, but undoubtedly the administrative

"WHITE LINE" SPECIALIST'S CHAIR



SPECIALIST'S CHAIR

"In the First Aid Room of many industrial plants, the 'White Line' specialist's chair is proving a source of great convenience to the physician and nurse."

Chair body and frame are of malleable and wrought iron finished in enamel, hand rubbed and baked. The seat, arm rests, head rest and trimmings are finished in nickel plate.

The back of the chair is adjustable to any angle, adjustment being obtained automatically by means of a foot pedal.

The round chair seat (revolving) is adjustable in height from 18 to 25 inches.

The head-rest can be adjusted instantly as desired.

The arm rests, removable, can be adjusted up or down to suit the convenience of the patient.

A1240—"White Line" Specialist's Chair, finished in white enamel, with nickel plated seat and trimmings..\$35.00

SCANLAN-MORRIS COMPANY

MANUFACTURERS OF "THE WHITE LINE" HOSPITAL FURNITURE AND STERILIZING APPARATUS

Chicago Office: 1503 Garland Bldg.

MADISON, WISCONSIN, U. S. A.



In What Form Do You Use Iodine ?

Industrial Hospitals, Physicians and Surgeons in general practice are getting splendid results with

IOCAMFEN

Iocamfen is extensively used in Military Surgery in the management of deep, jagged, soiled and infected wounds, as well as by numbers of surgeons in charge of workers in large industrial institutions, railroads, mines, stores, etc.

Iocamfen is an interaction product of Iodine, Camphor and Phenol. Contains about 7½% free Iodine, held in perfect solution without the aid of alkaline iodides, alcohol, or other solvent. Has greater stability and higher antiseptic action than Tincture of Iodine with better adhesion, greater penetration and healing qualities.

Camlofen Ointment (formerly called Iocamfen Ointment) is prepared with IOCAMFEN and used where additional emollient action is desired.

Both products accepted by the Council on Pharmacy and Chemistry, American Medical Association.

Information and Literature from

Schering & Glatz, Inc.
150-152 Maiden Lane New York

If Your Linens

Are from the "House of Baker Linens" you can be sure of economical and lasting service.

They are made particularly to withstand the service test of hospital wear and will return from repeated launderings as good as new.

Proof of their quality is the fact that many of the larger hospitals are equipped throughout with them.

Before ordering new supplies, either to fill in or a complete new outfit, get our samples and prices.

H. W. Baker Linen Co.

41 Worth St. : : : New York City
752 S. Los Angeles St., Los Angeles, Cal.
453 Washington St. : : Boston, Mass.

commissions or courts have ruled upon the question in cases coming before them for adjudication.

HOW COMPENSATION VARIES

A better conception of the different provisions in force in the various states may perhaps be obtained by way of illustration. What would be the effect, for example, of the loss of the second hand in the various states? In Indiana compensation would be limited to 55 per cent of the weekly wage for 150 weeks. In New York the employe would receive 66⅔ per cent of his weekly wage for 244 weeks, and at the expiration of this period an additional 66⅔ per cent for life; such additional compensation to be paid out of a special fund and not be borne by the employer in whose employment the injury was sustained. In Kentucky the employe would be entitled to 65 per cent of weekly wages for permanent total disability (416 weeks) minus the compensation for loss of the first hand (166 weeks), or 250 weeks. In Massachusetts the employe would receive 66⅔ per cent of his wages for 50 weeks for the loss of the hand; 66⅔ per cent of wages additional for total disability during the healing period; and a further 66⅔ per cent of his wage loss for partial disability for not exceeding 500 weeks.

From the viewpoint of workmen's compensation, the disabled and handicapped workman presents two main problems: First, on what basis should a workman already partially disabled be compensated when he sustained a second injury which produces greater disability than would have resulted had he not had the previous injury? Second, to what extent will the future wages of such disabled workmen and the discrimination against them, in their endeavor to obtain employment in industry, be affected by the statutory liability of the employer provided for in the compensation law?

LOSS OF EARNING CAPACITY

As to the first problem: The whole purpose of compensation legislation would be defeated if injured employes are not to be compensated at least in accordance with their loss of earning capacity. It makes no difference, for example, to a totally disabled workman whether the disability was caused by a single accident or by several successive accidents. The ability of an armless man to earn a livelihood is not affected by the fact as to whether he lost both his arms at once or one at a time. He is totally and permanently disabled and compensation should be based upon this fact.

As to the second problem: It is undoubtedly true that there are many employers who, from unselfish and patriotic motives, will employ disabled men even if such men will become extrahazardous risks and their employment results in financial loss. But the future welfare of our industrial and military



Hoped for but Not Expected

It seems that until recently not one dietitian or nurse in ten has known that Jell-O can be whipped just as cream is whipped and that the most delightful changes from plain Jell-O are produced in this way.

The fact is, the whipping process has provided such means of preparing delicacies for patients as could only have been hoped for and never really expected.

With an egg-beater and a package of Jell-O such stunts can be performed as were never dreamed of before.

Begin to whip the Jell-O while it is still liquid—cold but not yet congealing—and whip till it is of the consistency of thick whipped cream. Use a Dover egg-beater and keep the Jell-O cold while whipping by setting the dish in cracked ice, ice water or very cold water. A tin or aluminum quart measure is an ideal utensil for the purpose. Its depth prevents spattering and tin and aluminum admit quickly the chill of the ice or cold water.

Add cream or whatever else goes into the dessert, if anything does, after—not before—whipping the Jell-O.

The whipping process more than doubles the quantity of plain Jell-O, so that when whipped one package of Jell-O serves twelve persons instead of six.

Starting with whipped Jell-O as a foundation, practically every form of Bavarian cream can be made by using different fruit and without the use of whipped cream, sugar or other expensive ingredients.

This whole matter is one of extraordinary importance to dietitians and nurses, and we shall be glad to mail to every one who will send us her address, a copy of the new Jell-O recipe book giving full information on the subject.

Jell-O is made in six pure fruit flavors, Strawberry, Raspberry, Lemon, Orange, Cherry, Chocolate. Each 10 cents at any grocer's.

THE GENESEE PURE FOOD COMPANY
Le Roy, N. Y., and Bridgeburg, Ont.

HOT PACKS AND STUPES IN A JIFFY!

No Wringing

This remarkable little sterilizer will furnish you with the lightest and fluffiest applications you ever saw!—superheated just right and **READY FOR INSTANT USE!** It'll prove a real boon to your nurses—saving them unpleasant labor and considerable time. You'll say "good-bye" to your present water-soaked, hand-prepared stupes when you install the

The packs are kept in an inner vessel thoroughly sterilized at 215° heat.



G E M

STERILIZER

The only sterilizer that prepares hot packs and stupes. Also sterilizes gauze, glass tubes, etc. Also provides distilled water. Price, only \$45.00—electric.

Write for literature and free trial proposition to

The Republic Mfg. Co.
1514 Prospect Ave. Cleveland, O.

cripples cannot for a moment be left to the mercy and generosity of the employers of the country, no matter how exalted their motives or how generous their practices. Common economic justice demands that these men have full legal protection.

What then are some of the practical methods through which justice to the worker and equity to the employer can be secured? The New York compensation law is the only act in which an effort has been made to solve this problem. This law provides that an employee who is suffering from a previous injury in excess of the compensation allowed for such injury when considered by itself and not in conjunction with the previous disability. However,

If an employee who has previously incurred permanent partial disability through the loss of one hand, one arm, one foot, one leg, or one eye incurs permanent total disability through the loss of another member or organ, he shall be paid, in addition to the compensation for permanent partial disability provided in this section and after the cessation of the payments for the prescribed period of weeks, special additional compensation for the remainder of his life to the amount of 66⅔ per centum of the average weekly wage earned by him at the time the total permanent disability was incurred. Such additional compensation shall be paid out of a special fund created for such purpose in the following manner: The insurance carrier shall pay to the State treasurer for every case of injury causing death in which there are no persons entitled to compensation the sum of \$100. The State treasurer shall be the custodian of this special fund and the commission shall direct the distribution thereof.

EXTEND NEW YORK PLAN

One method, therefore, would be the extension of the New York plan to all the other compensation states; but instead of limiting the scope to certain major injuries, as provided for in New York, it should be increased to include all permanent partial disabilities. The liability of an employer for compensation for disability caused by a second injury could be limited to the disability resulting from that particular injury without reference to any prior disabilities. Compensation for the remaining disability could be paid out of a special fund. This fund could be created according to the New York plan, or it could be established by requiring all employers in the state to contribute a small premium sufficient to meet the needs. Such premiums are at present required from employers in Ohio and West Virginia, but for other purposes. The law of Idaho also provides that in fatal cases involving no dependents, the employer must pay \$1,000 into the industrial administration fund.

Another suggestion, rather sweeping and drastic in character, would be to prohibit employers from carrying their own risk and compelling every employer to insure either in the state insurance fund or in private casualty companies. Undoubtedly, discrimination against the employment of disabled workers is more prevalent among self-insurers than among insured employers, because there is a greater and more direct connection between the accident

Crepe Paper Bandages



CONSERVE

On gauze and cotton—use a new and proved product.

Strong and Sanitary Crepe Paper Bandages

are manufactured in all the standard widths and are 15 yards long. They have stood the test in

Pittsburgh and New York hospitals and the manufacturers inform us that bandage machines are working night and day on a Government contract for these goods. They cost you about one half of the price of gauze bandage and you are helping our Country by using them. Order a box of 50 (two inch) and try them. It will cost you \$2.50.

Feick Brothers Co. Pittsburgh, Pa.

"NATIONAL" STERILIZERS

SOLD EVERYWHERE

THE "NATIONAL" High Pressure Sterilizer is a standard item of hospital equipment, endorsed by authorities, used by reputable institutions and sold subject to a guarantee of satisfaction or **MONEY BACK**.

It uses steam under pressure, killing all surgical germs. The action is quick, sure and uniform. Dressings come out bone-dry. Specially adapted

FOR INDUSTRIAL HOSPITALS (3 Sizes)

We invite requests for complete information from all those interested in the selection and use of hospital equipment.

Made in three sizes—Hospital, Medium and Doctors'—at \$145, \$85 and \$60, complete, equipped with gas or gasoline burner or steam coil as desired.

Used by the U. S. Army and the Red Cross. Sold by reputable surgical supply dealers everywhere.

Ask for list of the hospitals using the "NATIONAL."

*Does
same
work
as an
Autoclave*

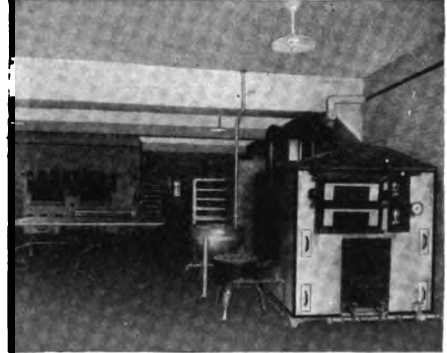
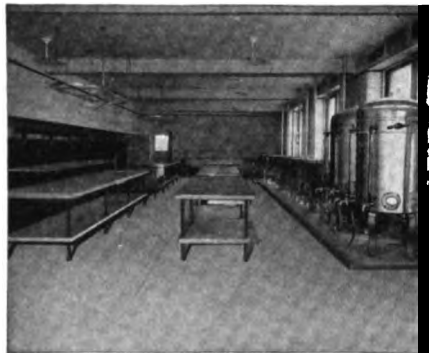
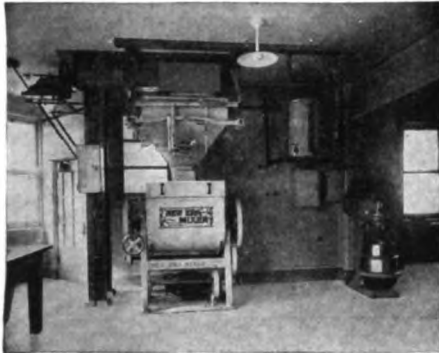
SOLD EVERYWHERE



Northwestern Steel & Iron Works

Capital Stock, \$200,000.00

882 Spring St., Eau Claire, Wis.



The Cook County Hospital Kitchen, Views of which are shown here is a noteworthy example of our ability to handle work of this kind. This equipment daily prepares, in a marvelously sanitary and satisfactory way, food for 1,800 patients. We also specialize in the complete or partial equipping of lunch rooms for industrial establishments. If you contemplate the installation of a hospital kitchen or a lunch room, or if you already operate either of these, you should get in touch with America's leading supply house in this line. *Write for catalog or ask us to send our representative.*



ALBERT PICK & COMPANY

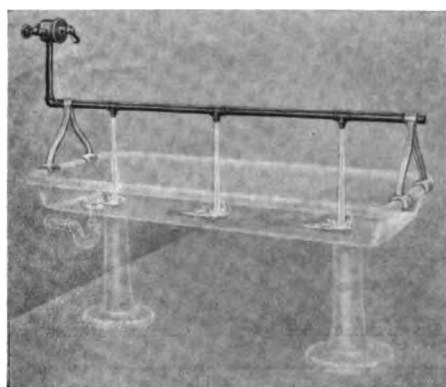
208-220 West Randolph Street, CHICAGO, ILLINOIS



Industrial Fixtures with Niedecken Mixer



Niedecken Industrial Shower \$23.00



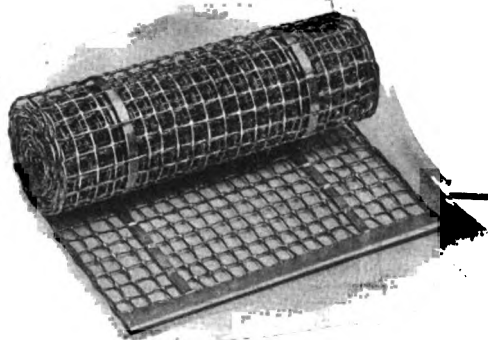
Factory Wash Sink with Niedecken Mixer Control

The **Niedecken Mixer** is pronounced by experts as being the most perfect device on the market

Note! We can furnish the Niedecken Mixer so that it can be supplied direct with steam

Hoffmann & Billings Mfg. Co.
Milwaukee, U. S. A.

WRITE FOR BULLETIN H M-15X



EXCELSIOR FIRM-FLEXIBLE UNIVERSAL WIRE GAUZE SPLINT can be molded by fingers

The Excelsior Splint marks a notable improvement in modern surgery. It has received its most gruelling test in war service. Many hospitals are now using it with splendid results for acute swelling, fractures, etc.

Always fits snug and retains its shape. Easily and quickly molded by hand to fit any part of the body. Affords complete protection, and immobility to the part to which it is applied.

The best dealers have it in stock. Write to us for literature.

Wright Wire Company
Worcester, Mass.

Branches: Boston New York Philadelphia Chicago San Francisco

Full stock carried by the following dealers:

Massachusetts—Moore & Company, Inc., Worcester.
Pennsylvania—Charles Lents & Sons, 31 South 17th St., Philadelphia.
Illinois—Sharp & Smith, 155-157 N. Michigan Boulevard, Chicago.
Minnesota—Standard Medical Supply Co., 1006 W. Lake St., Minneapolis.
Michigan—The J. F. Hartz Co., 103-105 Broadway, Detroit, Mich.
Nebraska—The W. G. Cleveland Company, 1410-12 Harney St., Omaha.
Ontario—The J. F. Hartz Co., Ltd., 24-26 Hayter St., Toronto.
Texas—Kirby Instrument Company, 1817 Main St., Dallas.
California—Wright Wire Company, 111 Townsend St., San Francisco.
Oregon—Woodward, Clarke & Company, Portland.
Washington—W. C. Newton, Spokane.

and the cost of compensation. If all employers are insured, the employment of the disabled will be reflected in a general increased premium rate, but the individual employer would not be penalized because of the employment of cripples. Discrimination against such employers by insurance companies could be prevented by appropriate legislation.

The above plans, of course, would be applicable only to states having compensation laws, and then only to those employments covered by these laws. Eleven states and the District of Columbia have no workmen's compensation laws. Furthermore, only one or two of the state laws cover agriculture and domestic service, while over one-third do not include the professions, trades, and other non-hazardous employments. On the other hand, our soldiers are drawn from every state in the Union and from every walk of life, and this fact must be taken into account in the formulation of an adequate and just plan.

Provide Washing Facilities

Pennsylvania Department Urges Employers, as Health Measure, to Make Ample Provision

The Pennsylvania Department of Labor and Industry says regarding the necessity of providing washing facilities for employees of industrial plants:

Shower baths are not necessary in all industries but every establishment in which people are employed should certainly provide some facilities for washing. And such facilities should not consist of a small sink, in a dark, out-of-the-way corner of the workroom, equipped with one spigot supplying only cold water, but should be in a light, well ventilated place, easily accessible to all workers, so arranged as to insure privacy, and supplied with hot as well as cold water.

In this connection the subject of towels is mentioned to remind the public that it is against the law for any person to provide public towels to be used in common by several persons before being again laundered. Every employer should see to it that an ample supply of clean towels is provided so that each employee may have his own individual towel, or linen towels should be discarded entirely and paper ones substituted, when there will be no chance for the spread of infection through the medium of the common towel.

Prizes For First Aid

The First Aid Division of the American Red Cross offers the following prizes for the best first aid work actually performed in an emergency during the year: First, \$50; second, \$25; third, \$15; fourth, \$10. The competition is open to all who have been instructed in first aid under the auspices of the Red Cross. Reports on this work should be in the form of a sworn statement by the individual who administered the first aid, accompanied by sworn statement of the physician by whom the injured man was first treated; a statement or report from a witness is desirable. All reports, affidavits and statements should be sent to the American Red Cross, First Aid Division, Washington, D. C., on or before December 1, 1918. The awards will be made during the latter part of December. Special prizes in like amounts are also provided for the best first aid work among railroad men from a fund known as "The William Howard Taft Fund."



Some Dishwashing Facts—

The Crescent Dish Washer can wash all of the dishes used in your institution in less time and at less cost than would be possible with any other machine or method.

It can wash everything that is used on the dining table—cups, plates, platters, and butter chips. Yes, and even the silverware, too.

Not only that but they won't require towel drying, either. Every dish will be sparklingly clean and dry—ready for the cupboard the moment it leaves the Crescent.

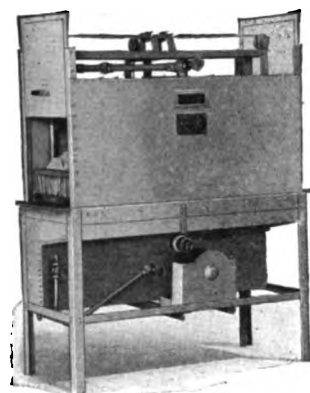
These are the features that are of paramount interest to every hospital superintendent.

Let us tell you all about the others. Let us tell you how the Crescent can wash the daintiest china without chipping or breaking a single dish.

Let us tell you all about Crescent simplicity, low cost and economical operation.

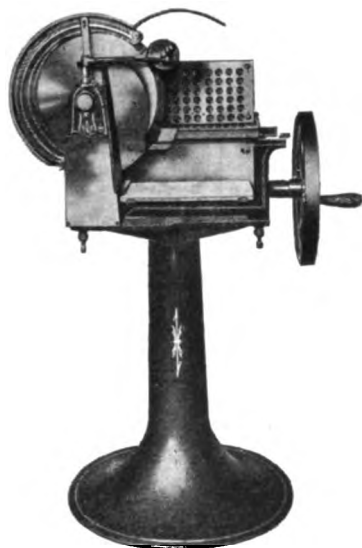
***A Post Card Brings the Facts
Without Any Further Obligation***

Bromley-Merseles Mfg. Co., Inc.
837 Larrabee Street, Chicago



A few of the hundreds of hospitals that use and endorse the Crescent:

BETHESDA HOSPITAL,	Cincinnati, Ohio.
CITY HOSPITAL,	St. Louis, Mo.
FORD HOSPITAL,	Omaha, Nebr.
GERMAN HOSPITAL,	New York, N. Y.
LYING-IN-HOSPITAL,	Chicago, Ill.
MILWAUKEE TUB. HOSPITAL,	Milwaukee, Wis.
MT. SINAI HOSPITAL,	Cleveland, Ohio.
NEW YORK HOSPITAL,	New York, N. Y.
ROCKEFELLER BASE HOSPITAL,	New York, N. Y.
ST. LUKE'S HOSPITAL,	New York, N. Y.
ST. MARY'S HOSPITAL,	Detroit, Mich.
WESLEY HOSPITAL,	Chicago, Ill.



DON'T WASTE YOUR MEAT!

Do away with hand slicing and install the American Slicing Machine. You then will have uniform slices of even thickness.

You can slice any kind of boneless meats—hot or cold.

You can cut to the very end of the meat—and utilize every particle.

**30% to 50% More Slices
to the Pound**

Let us tell you how you can do it. Send the coupon for full particulars—and we will tell you how you can cut down your meat costs.

American Slicing Machine Co.
209 South State Street, Chicago

American Slicing Machine Co.,
Chicago, Ill.

Gentlemen:—Please mail us catalog
and give particulars about your cash
discount and easy terms.

Name

Address

Do You Keep Proper Records?

We will mail to any hospital on request, samples of forms and records just revised and re-arranged by the

American College of Surgeons

for the purpose of standardizing records for hospitals (published with their recommendation and approval).

Our 1918 Catalog No. 5, containing these forms and many other new ones, is now being prepared. Write for it.

Hospital Standard Publishing Co.
Baltimore, Maryland

We Do

Multigraphing	Printing
Typewriter Printing	Folding
Addressing	Engraving
Sealing	Stamping

—everything up to and including mailing. We take the entire responsibility on our hands, relieve yours of detail. And our fees are moderate, commensurate with service rendered.

Robinson & Shapiro

Direct Advertising

Telephone Harrison 4652

431 S. Dearborn Street, Chicago

control of the Shipping Board are located along the Atlantic coast line, from Maine to Texas, and on the Western coast from Washington to California, and in the Great Lakes district. There are employed at present in these yards about 350,000 men. More yards are to be constructed and several hundred thousand more men employed before the summer is over."

Appointed Chief Surgeon

Dr. F. E. Clough has been appointed chief surgeon of the Homestake Mining Company, Lead, S. D. He succeeds, Dr. J. W. Freeman. The company has a well-organized hospital department, and provides medical service of broad scope for its employees.

Maintain Labor Standards

The war will not bring any lowering of the labor standards for women and children, Miss Grace Abbott, chief of the child labor division of the Department of Labor's Children's Bureau, says. Miss Abbott announces that she has received a letter from W. S. Gifford, director of the Council of National Defense, in which he said: "The Council of National Defense unites with the Children's Bureau of the Department of Labor in urging that laws relating to the hours and conditions of labor of women and children should be rigorously enforced."

War Department's Welfare Work

A staff of Army nurses wearing the regulation uniform of the Army Nurse Corps has been detailed for welfare work among the civilian employees of the War Department at Washington. The staff consists of a chief nurse, Miss I. L. Strong, and 17 nurses for field work, one of them acting as a field supervisor. The work of the nurses is divided into two sections, service in the emergency and rest rooms maintained in the several divisions of the War Department, and home visiting of reported cases of illness.

Dispensaries Are Provided

Dr. Herbert L. Davis, medical director of the Standard Parts Company, of Cleveland, writes: "We are equipping all of our plants with dispensaries and have nurses on duty twenty-four hours in the day, also doctors to look after the safety of our employees."

Hospital Capacity 20%

Plans of Medical Department of the Army for Facilities Overseas Insure Good Service

In addition to the work already completed in the hospital service for American troops in France, ambitious plans are under way, and far advanced in some instances, for taking care of all the cases which our great army may make necessary when it arrives. The medical department is preparing facilities for 20 percent of the entire American army.

With this end in view every building in every part of France which may be suitable for a hospital is being obtained and put into shape for the reception of patients.

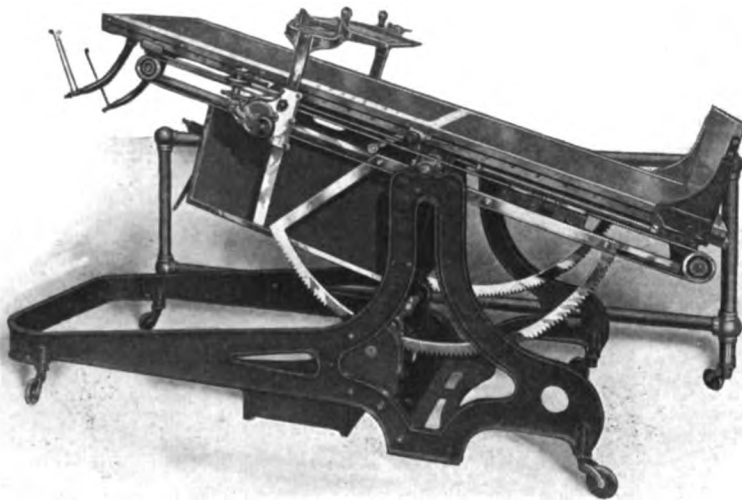
The
Campbell
ELECTRIC CO.
LYNN, MASS.

T
UBE
ILT
ABLE

**APPEALS TO THE
ROENTGENOLOGIST**

IT IS

**SIMPLE FLEXIBLE
PRACTICAL**



**FLUOROSCOPY
STEREOSCOPY
RADIOGRAPHY**

IN ANY POSITION

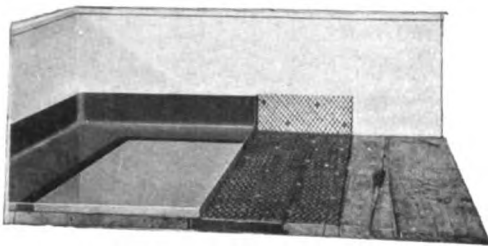
**VERTICAL
HORIZONTAL
TRENDLENBURG
ANGULAR**

SEND FOR LITERATURE



Electric Corporation
Lynn, Mass.

Your Floors are Microbe Breeders



Old wood floors with their cracks and crevices are veritable nests for microbes and vermin; VERY MUCH OUT OF PLACE IN A HOSPITAL!

At small cost you can cover your present floors with ASBESTONE and have a one-piece continuous floor that is highly sanitary, easy to the tread and fireproof. An ASBESTONE floor can be washed as clean as enamel. It comes in soft, warm colors, and can be laid easily with practically no muss or disturbance.

Let us send you full facts about this durable flooring and tell you how it is suited for flooring your hospital.

Franklyn R. Muller & Co.

859
West Madison St.

WAUKEGAN,
ILL.



MULLER
ASBESTONE

The Floor That's Laid
With a Guarantee



Dumbwaiter Satisfaction

is created when you get dumbwaiters that are exactly suited to your requirements. A dumbwaiter that is designed for lifting 50 lb. loads will not do the work for loads of 200 lbs., and one built for a two story lift is not suited for a rise of 12 flights.

For real satisfaction — the dumbwaiter expert is necessary.

For 30 years we have been specializing in dumbwaiter construction and have equipped many hospitals with our superior dumbwaiter service.

Paragon Dumbwaiters are noted for their sturdy and simple construction and efficient operation. This is what you need for a satisfactory dumbwaiter service.

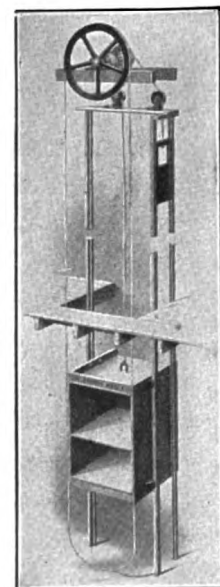
We also manufacture hand power trunk lifts, invalid lifts, sidewalk elevators, freight elevators, brass tube elevators, hospital elevators and ash hoists.

Also electric elevators and dumbwaiters.

Bulletins and full description sent on request. Our engineering department is at your service. Write today.

Storm Manufacturing Company

40-50 Vesey St., Newark, N. J.





Style 560 "ALLWHITE"

Thoroughly Sanitary A Big Ice Saver

Ice is going to be very high this year, which is all the more reason why you should purchase the "XXth Century" Bottle Cooler. It is the most economical cooler of all, using at least a third less ice than others.

"ALLWHITE" "XXth Century" Bottle Cooler

Special white finish for hospitals—including stand, waste bucket, etc. The most sanitary cooler made. The ice does not come in contact with the water and cannot contaminate it. Patented non-clogging, non-drip push faucet, which will not catch and pinch the fingers. New porcelain drip tray—sanitary and easy to keep clean. Glass ball feet to prevent injury to floor or covering.

Write for Cooler Catalog.

CORDLEY & HAYES
COOLER HEADQUARTERS
8 Leonard St. New York City

Placing Crippled Workers

Reconstruction of Wounded Soldiers and Their Location in Industry Discussed at Meeting

A joint meeting of the Chicago Safety Council and the Illinois Manufacturers' Association devoted to medical work was held at the Hotel LaSalle in Chicago March 26. Dr. Leroy Philip Kuhn, vice-president of the Chicago Safety Council, presided.

Among the speakers were Col. Henry I. Raymond, Central Department, Surgeon General's Office, U. S. Army; Maj. E. J. Doering, M. R. C., President Board of Medical Examiners, U. S. Army; Dr. A. Augustus O'Neill, Medical Chairman, National Red Cross Association; Charles S. Andrus, Chairman Industrial Commission of Illinois; Dr. C. R. G. Forrester, Chicago, and Dr. George L. Apfelbach, Chicago.

An informal talk was given by John E. Wilder, a Chicago manufacturer, on the reconstruction of crippled soldiers and fitting them for industry. He estimated that 3,000 a month will be coming back from Europe when our forces are in France in maximum number. Mr. Wilder protested against a change proposed by a bill now in Congress, which would take this reconstruction work out of the hands of the Surgeon General, and would put it under a vocational board, whose make-up, he thought, might encourage political action.

STATUS OF CRIPPLED MEN

He also brought out an important point with regard to the status of these men in industry, when he suggested that since they could easily be rendered totally disabled by accidents which would not cause such a result with whole men, they should be considered whole men when they are employed, and the results of accidents considered with reference to their condition at the time of their employment. Otherwise, he suggested, employers would hesitate to provide places for crippled men, even though re-educated and taught how to do effective work.

Dr. Forrester spoke on "Medical Safety of Employees," emphasizing the importance of physical examinations and the proper placing of men, especially in view of the fact that older men are being employed in place of the younger individuals who have gone to war. They are more subject to accidents and their complications, and their energies should be conserved by proper location.

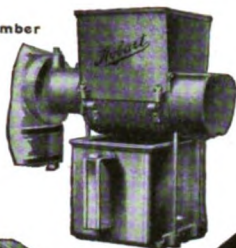
Immediate attention should be provided in case of the slightest injury, he insisted, and such a plan will save the man, save the output, and help to get ammunition to the men in France. Often the case is sent to the doctor only after serious infection has resulted, when it is difficult to restore complete usefulness to the member.

RE-EDUCATION IS POSSIBLE

With reference to the matter of restoring injured men to positions of economic usefulness, he said that education is needed to convince men who have been

THE
Hobart

Bread Grumber



Meat and Food Chopper



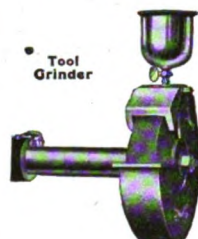
Vegetable Slicer and Kraut Cutter



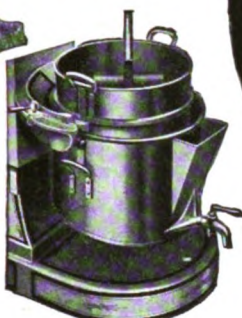
Coffee Grinder



Tool Grinder

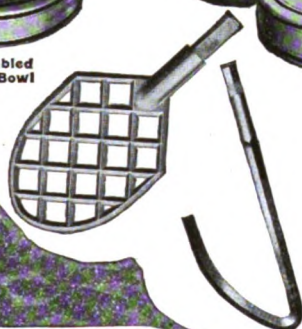
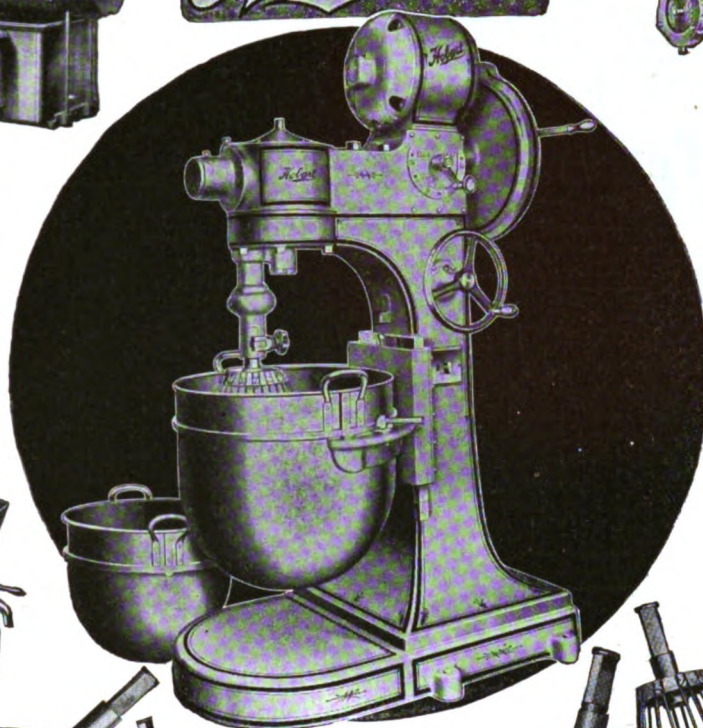


Colander Assembled with Receiving Bowl



Model 180-B

Regular equipment. One 80 quart bowl, one 30 quart bowl, four beaters and whips, and one bread dough arm.



LOWERING HOSPITAL COSTS

WITH a Hobart Electric Mixer any fair-sized hospital can make bread, rolls, cakes, pies and cookies in its own kitchen at a decided saving. And, besides lessening the cost of baked goods, this machine makes eggs and potatoes go farther, and does many of the laborious time-consuming tasks to be found in the hospital kitchen.

The Hobart, with attachments, mixes bread dough (up to 150 loaves)—and dough for cakes,

pies and pastries—grinds coffee and spices—mashes potatoes—chops meat and food—strains soups—whips and beats eggs, creams, icings—strains fruits for sauces—crumbs bread—slices vegetables and fruits—grates cocoanut—operates ice cream freezer.

The Hobart is operated more simply than a motor car. Three speeds. A complete electric unit ready to attach to your wires. Quiet running. All moving parts enclosed or protected. Made in three sizes.

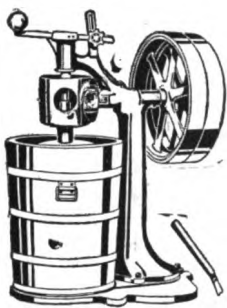
Send for Catalog A

The Hobart Manufacturing Company

47 Penn Avenue
Troy, Ohio

An Essential Item of Kitchen Equipment

is a "Perfection" Power Freezer. Make room in your kitchen for it, and begin to note the saving in labor, the improvement in the product and the reduced expense. Your help will like it because it is easy to operate. You can locate it in your preparation room, where it will be out of the way, but ready for use whenever needed.



"Perfection" Power Freezer

The Cherry line of ice cream and dairy machinery is the most complete in the world. No matter what your requirements, we can suit you. The right size and capacity for your hospital are shown in our new catalog. Write for it today on your hospital stationery.

J. G. Cherry Company
Cedar Rapids, Ia.

Great Food Saver

Saves \$50 to \$200 per month on Meat Bills. New Meat, Food and Vegetable Chopper which cuts the Meat, Vegetables and Food fine, without mashing or tearing them.

Saves the juice and all nutritive qualities of the food. Saves 200% to 600% of time and labor.

Makes the finest Sausage Meat out of your tough and cheaper cuts of meat. Utilizes left-over meat and foods by converting them into hash, croquettes, salads, hamburger steak, veal loaf; vegetables for soup.

This machine will pay for itself in a few months. No kitchen complete without it.

Write for catalogue and prices.



John E. Smith's Sons Co.
Buffalo, N. Y.

hurt that though they may be unable to resume their former occupation, other lines are still open to them. Men with fingers off or an eye out can often work at machines. Men with wooden legs are found operating punch presses and similar equipment. Re-education is simple, he declared, but it demands the co-operation of the employer. In closing he again emphasized the importance of proper attention to minor injuries.

"It may cost \$1 or \$2 to see that every hurt, no matter how trifling, is dressed," he said, "but it will save money in the long run. The prompt application of first aid will keep little injuries from becoming big ones."

Train Blind Industrially

Plans of Government for Rehabilitating Soldiers Involve Training in Many Vocations

The ablest educators of the blind in the country are co-operating with the United States Government in its plans for the most complete system of re-education for blinded soldiers that has ever been undertaken. Observation of methods used by other governments during the war, generous appropriations, and the most complete equipment are factors in the plan which will follow the soldier through all the phases of re-education. When that re-education has been completed, the committee will find employment for the soldier and aid him in filling his old place in the community.

Maj. James Bordley, of the Medical Officers' Reserve, is in charge of the work, which was initiated as soon as the United States entered the war.

Representatives of the Surgeon General's Office have been studying the methods used by the French and British Governments in their work of educating the blind for months past. The United States Government intends not only to re-educate the men, but to "place" them after they have been fitted for civil life, and the blind are included in the industrial and professional survey now being made for the employment of handicapped soldiers. The survey will find the job to fit the blind soldier, and the Government will give him the necessary after care in years to come.

Among the trades and professions that will be taught are: Broom making, mattress making, rug and carpet weaving, telephone operation, farm work, mat making, tuning in piano factories, winding of coils for armatures, piano tuning as an individual trade, salesmanship, massage, osteopathy, and type-writing and dictaphone operating.

The use of physical examinations as a means of placing the worker more scientifically is made difficult at present by the shortage of labor. This means that the industrial physician must work in close co-operation with the employment manager.

Alcohol
 Aluminum Ware
 Ambulances
 Anesthetizing Apparatus
 Bakery Equipment
 Baths
 Beds
 Bed Attachments
 Blankets
 Brushes
 Cabinets
 Casters
 Chairs
 Chart Holders
 Cleansing Agents
 Construction Materials
 Cooking Utensils
 Coolers
 Corsets
 Cotton
 Crutches
 Dishwashing Machines
 Drug Cabinets
 Electrical Appliances
 Elevators
 Enamel
 Fire Escape Devices
 Floor Dressings
 Floors
 Food Products
 Furniture
 Gauze
 Heating Devices
 Heating Systems
 Hospital Garments
 Hot Water Bottles
 Hydrotherapeutic Apparatus
 Ice Machines
 Instruments
 Kitchen Equipment
 Laboratory Equipment
 Laundry Equipment
 Laundry Supplies
 Lighting Fixtures
 Linens
 Linoleum
 Lockers
 Money-raising Systems
 Mattresses
 Nitrous Oxide Gas
 Nurses' Supplies
 Operating Tables
 Oxygen
 Paints and Varnishes
 Plumbing Fixtures
 Ranges
 Record Systems
 Refrigerators
 Registers
 Resuscitating Devices
 Rubber Goods
 Scales
 Sheets
 Signal and Call Systems
 Sterilizers
 Sterilizer Controls
 Stretchers
 Surgical Instruments
 Surgical Supplies
 Syringes
 Thermometers
 Uniforms
 Vacuum Bottles
 Vacuum Cleaners
 Waterproof Fabrics
 Water Temperature Control
 Window Shades
 X-Ray Apparatus

The Clearing House of Hospital Information

A Special Service for Readers of Hospital Management

The Clearing House is established as a department of Hospital Management for assisting superintendents in choosing the right kind of supplies and equipment—and to see that they secure the best service from manufacturers.

The Clearing House can secure for you without charge catalogs and literature describing any product that you may be interested in. It can tell you where to secure any kind of material—place before you full information about anything you intend to purchase now or later. It can help you to secure prompt deliveries and right prices.

To get this information quickly, look over the items listed opposite, fill in the coupon below, tear it out and mail it to the Clearing House and your inquiry will receive prompt attention. There is no charge for this service.

CLEARING HOUSE OF HOSPITAL INFORMATION

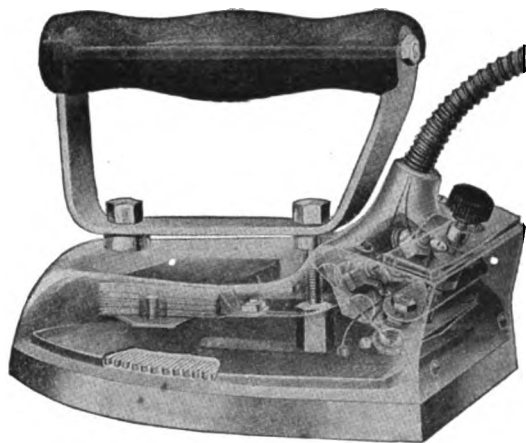
Hospital Management, 608 S. Dearborn St., Chicago.

We are interested in the following articles. Please put us in touch with manufacturers who you know are reliable and will furnish goods promptly and at the best prices.

Hospital Individual

City State

"THE IRON WITH SELF CONTROL"



Phantom View Showing Interior of Iron

A Turn of the Key Does It

It works automatically, delivering exactly the heat you need, no matter how heavy or how light your ironing. Any temperature between 300 and 600 degrees F. can be maintained.

It Saves Current

Because when the desired temperature is reached the iron itself automatically shuts off the current. It gives an even flow of heat to all parts of the ironing surface, and will not burn out.

It Saves Time

Because the irons can be heated before the ironers arrive, morning or noon.

Especially Suitable for Hospital Use

Sold Exclusively by

The Fry Brothers Co., Dept. H
105-115 E. Canal Street
CINCINNATI, O.

*Everything for the Laundry Department—
Soap—Starch—Soda—Supplies.*

THE FRY BROS. CO., Dept. H,
Cincinnati, Ohio. Date.....1918

Please ship at once—

.....7 lb. Automatic Electric Irons @ \$7.00 each.

.....9 lb. Automatic Electric Irons @ \$8.50 each.

Voltage..... Current.....

Name

Address

Why the End Result System?

Fixing of Responsibility Upon Surgeon, Hospital or Conditions Precedes Improvement.

*By E. A. Codman, M. D., Codman Hospital,
Boston, Mass.*

[EDITOR'S NOTE: The following excerpts are from Dr. Codman's report of the case record system used in his hospital, published as "A Study in Hospital Efficiency." The end result system which Dr. Codman has originated is being given special emphasis in connection with the movement for hospital standardization:]

We have advocated a simple system of hospital organization first recommended by the Committee on Standardization of Hospitals of the Clinical Congress of Surgeons.

In brief, it is this:

That the trustees of hospitals should see to it that an effort is made to follow up each patient they treat, long enough to determine whether the treatment given has permanently relieved the condition or symptoms complained of.

That they should give the members of the staff credit for taking the responsibility of successful treatment and promote them accordingly. Likewise they should see that all cases in which the treatment is found to have been unsuccessful or unsatisfactory are carefully analyzed, in order to fix the responsibility for failure on:

1. The physician or surgeon responsible for the treatment.
2. The organization carrying out the detail of the treatment.
3. The disease or condition of the patient.
4. The personal or social conditions preventing the co-operation of the patient.

This will give a definite basis on which to make effort at improvement.

Technically, to start this system in a hospital, it is necessary to introduce the use of an "end result card" which is kept for each patient, and on which is recorded in the briefest possible terms:

The symptoms or conditions for which he seeks relief.

The diagnosis of the pathologic conditions which the doctor who gives the treatment believes to be the cause of the symptoms, and on which he bases his treatment.

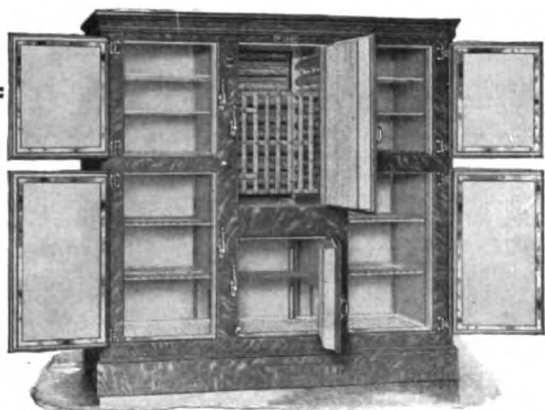
The general plan or important points of the treatment given.

The complications which followed before the patient left the hospital.

The diagnosis which proved correct or final at discharge.

The result each year afterward.

Obviously, the number of details given under these headings might be infinite in extent, but still no case is so complex that it cannot be reduced to an abstract referring to a detailed record. To take two extremes:



MCCRAY SANITARY REFRIGERATORS

Are Used in Hundreds of Hospitals

The exclusive sanitary feature and the McCRAY Patented System of refrigeration, by which foods are kept in perfect condition, make the McCRAY Refrigerator the most desirable for use in Hospitals.

FREE PLAN SERVICE

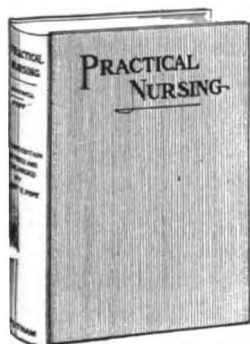
We will gladly furnish blue print on Floor, showing just where a McCRAY Refrigerator can be placed most advantageously. Special sizes are built to order. Send for Catalog.

No. 51 for Institutions and Hospitals.
No. 93 for Residences.

McCray Refrigerator Co.

867 Lake St. Kendallville, Ind.

Agencies in All Principal Cities.



Third Edition
Re-written and Enlarged
ILLUSTRATED
Cr.. 8 mo, 578 pages
\$2.00 Net
Postage additional

120,000 Copies
Printed

PRACTICAL NURSING

by

Anna Caroline Maxwell
Supt. of Presbyterian
Hospital

School of Nursing,
and

Amy Elizabeth Pope
Instructor in the
Presbyterian Hospital
School of Nursing

THE SCHOOL NURSE

A survey of the Duties and Responsibilities of the Nurse in the Maintenance of Health and Physical Perfection and the Prevention of Disease Among School Children.

by

Lina Rogers Struthers, R. N.

Graduate of Hospital for Sick Children, Toronto, Can.; Post Graduate of Royal Victoria Hospital, Montreal, Can.; Supt. of School of Nurses, New York City, 1902-1908, etc.

With 24 Illustrations

Price. \$1.75 net. Postage additional.

Adopted by the Board of Education, Chicago, Ill.
Educational Department

G. P. PUTNAM'S SONS

2 WEST 45th ST., NEW YORK CITY

Bran Food

To Make It a Daily Dish

Make It a Luxury

Pettijohn's is a bran food made to doctor's orders.

The 55 per cent of rolled wheat gives a basis which everybody likes. The 20 per cent of oat flakes adds a delightful flavor, and the bran flakes make it efficient.

Half the users, probably, never think of bran. It is inconspicuous. People gladly continue it and thus get continued bran effects.

In late years, with hundreds of bran foods offered, Pettijohn's has soared to top place, and largely through doctor's favor.

It will meet, we believe, your ideal of a bran food. Try it.

Pettijohn's

A Flaked Cereal Dainty

55% Wheat Product—20% Oats—25% Bran

Soft, flavory wheat and oats rolled into luscious flakes, hiding 25 per cent of unground bran. A famous breakfast dainty.

Pettijohn's Flour is 75 per cent Government Standard flour mixed with 25 per cent tender bran flakes. To be used like Graham flour in any recipe; but better, because the bran is unground.

The Quaker Oats Company

Chicago

Why Oats Hold Unique Place

They supply in food units 1810 calories per pound.

That's 90 per cent more than round steak—10 per cent more than wheat.

Served with milk they supply a perfectly balanced food, with all needed elements.

They are rich in minerals, particularly phosphorus and lecithin.

They supply the vitamins.

They usually include the bran.

They supply ideal food at a minimum cost. Quaker Oats cost 5 cents per 1000 calories.

Eggs cost 10 times as much.

Meats, on the average, 8 times as much.

Bread, nearly twice as much.

Seven breakfasts of Quaker Oats can be served at the cost of one bacon-and-egg breakfast.

Quaker Oats

Queen Grains Only

Quaker Oats is flaked from just the big, plump oats. We get but ten pounds from a bushel. On that account it stands supreme in flavor, as all the world has recognized. Yet it costs no extra price.

The Quaker Oats Company
Chicago

A simple case of appendicitis may be abstracted thus:

Came for the relief of: acute abdominal pain for 24 hours.

Diagnosis on which treatment was based: acute appendicitis.

Important points of treatment: a gangrenous appendix removed and drainage established.

Complications: none.

Final diagnosis: acute appendicitis.

Result one year later: perfect.

whereas another complicated case might be:

Came for the relief of: many ill-defined symptoms.

Diagnosis on which treatment was based: consultants varied in opinions.

Treatment: expectant for 4 weeks, and then exploratory laparotomy which revealed no pathologic conditions.

Complications: phlebitis, cystitis.

Final diagnosis: undetermined except for phlebitis and cystitis.

Result a year later: condition the same as before treatment.

Certainly even a trustee could pass the first case as o. k. and satisfy himself that the whole organization of the hospital did not relieve the second.

Undoubtedly a layman could not enter authoritatively into the details of the reasons why but he could insist that the end result system should be used that some one must see that it is used; and that an efficiency committee be appointed for that purpose.

At present, in most hospitals, no such investigation is made by any one. *There is no standard of good results to go by*, but we are setting standards in this report. We believe they are as high as any. The questions which should interest you are: Are yours better or worse? Are you making any effort to find out?

In our charitable hospitals it is the duty of no person or department to ask these questions. It is a disagreeable duty which neither the staff nor the board of trustees nor the superintendent has the strength to assume alone. An efficiency committee composed of members of each of these departments should assume this burden. The co-operation of the board of trustees is necessary both to authorize the expense and to guarantee the standard of the work reported.

Even if a detailed report is not published, a type-written review should be kept for the use of the efficiency committee.

When this step is taken by our great hospitals, true clinical science will begin.

Safeguard Shipyard Workers

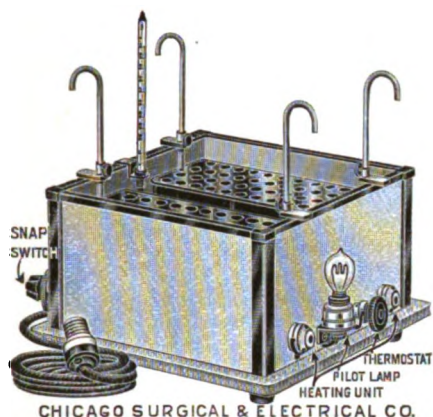
Vaccination as a preventive of smallpox is an important measure for safeguarding the health of shipyard workers. The Department of Health and Sanitation of the Emergency Fleet Corporation advises that every child be vaccinated at an early age. Smallpox can be largely eliminated by means of vaccination and strict isolation of patients. Vaccination is not dangerous if done by an experienced physician and it will not injure the health.

ELECTRICALLY HEATED CONSTANT TEMPERATURE WATER BATH

For Serologic Work

Insulated to Prevent Radiation

Made in Two Sizes



CHICAGO SURGICAL & ELECTRICAL CO.

No. 51 Bath

Ask Your Dealer or Write Direct
for Bulletin A117

Suited for Wassermann Work

CHICAGO SURGICAL AND ELECTRICAL CO.

Manufacturers

318 Superior Street

CHICAGO, U. S. A.

NURSES' OUTFITTING ASS'N INC
425 Fifth Avenue at 38th Street-New York

READY TO WEAR

Colored Uniforms from \$3.00
White Uniforms from \$3.50
Caps from .20
Collars from .20

Cuffs, Aprons, Bibs
Surgical Gowns at
Moderate Prices

ALSO
MADE TO ORDER

Send for Catalog A I

Grand Rapids Hospital BEDDING



A comprehensive line of bedding that will appeal to all hospitals seeking in-built durability, practical long-time service, down-right comfort and marked economy.

Specializing for years to produce bedding for a most fastidious clientele, we have been able to add many refinements that make our bedding especially desirable for institutional use. Small and large hospital needs can be supplied at quality, and price advantages. Superintendents will find it worthwhile to write for an estimate of their requirements.

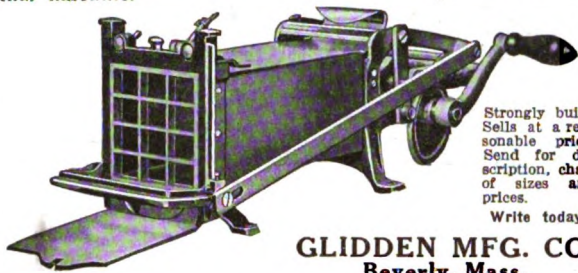
Send for complete catalog illustrating details of construction and other points of interest about our hospital bedding. **WRITE US TODAY.**

Grand Rapids Bedding Company

Grand Rapids, Michigan

The Automatic Individual Butter Cutter

Cuts tub or any other form of butter into clean, uniform patties, ready to serve. 28, 34, 35, 45, 48, 60, 64 or 78 pieces to the pound can be obtained with this machine.



**Save
Your
Butter**

Strongly built.
Sells at a reasonable price.
Send for description, chart of sizes and prices.
Write today.

GLIDDEN MFG. CO.
Beverly, Mass.

History Chart Holders

Direct from the factory.

We are the largest manufacturers of Chart Holders in the United States and our experience and quantity output enables us to give you the VERY BEST product at ROCK BOTTOM prices.

We make Holders any size desired and choice of several styles.

Special styles made to order to suit new requirements.

It will PAY YOU to deal direct with the factory.

We also manufacture CARD HOLDERS of aluminum or white enameled steel in all sizes. Also white enameled portable FLOOR LAMPS.

SPECIAL NOTICE: We are now ready to make prompt shipments of SCREW COMPRESSOR CLAMPS for Murphy Drip. We offer an improved pattern of clamp and the price is RIGHT.

Inquiries solicited. We can give hundreds of hospitals as reference.

The C. Spiro Mfg. Co.
New York City

68-72 E. 131st Street,

A Combination Ice Cream Freezer and Ice Breaker

Has 4½, 6 or 10 gallon ice cream capacity. Also built in other sizes to suit your needs. The Ice Breaker is a feature of this machine. Operated by motor; sanitary, rapid, dependable. Saves ice and time.

Write for catalog showing complete line.

Ask for prices.

F. E. WHITNEY CO
65 B. Sudbury St.
BOSTON -- MASS.

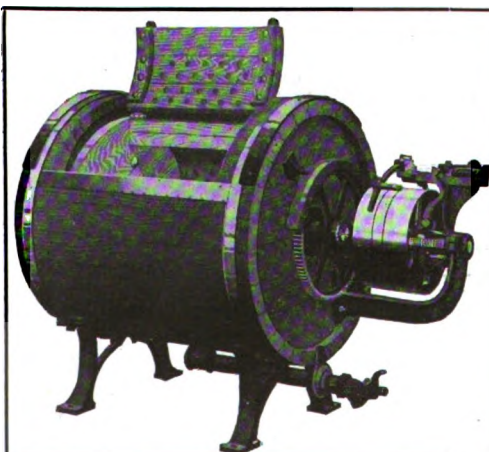
Little Giant Ice Breaker

A small ice breaker suited for general requirements of hospitals. The Little Giant breaks ice in an instant's time, requires one-third the labor and does not waste the ice.

**Durable
Dependable**

It's a compact machine that will always give good service. You will find it indispensable. Write for particulars and ask for Catalog No. 5-30

B. L. SCHMIDT COMPANY
Davenport, Iowa, U. S. A.

**SPECIALS**

— WRITE US —

**Detroit
Laundry
Machinery
and
Supply
Company**

224 21st St.
DETROIT,
MICH.

POSTGRADUATE COURSE IN OBSTETRIC NURSING

The Chicago Lying-In Hospital offers a four months' postgraduate course in obstetric nursing to graduates of accredited training schools connected with general hospitals, giving not less than two years' training.

The course comprises practical and didactic work in the hospital and practical work in the out department connected with it. On the satisfactory completion of the service a certificate is given the nurse. Board, room and laundry are furnished and an allowance of \$10 per month to cover incidental expense.

Affiliations with accredited training schools are desired as follows: A four months' course to be given to pupils of accredited training schools associated with general hospitals. Only pupils who have completed their surgical training can be accepted. Pupil nurses receive board, room and laundry and an allowance of \$5 per month. Address Chicago Lying-In Hospital, 426 East 51st Street, Chicago, Ill.

POSITIONS AND HELP WANTED

POSITIONS—Locations, Positions, Practice, etc., for Nurses, Doctors, Dentists, etc., in ALL states. Nurses and doctors furnished, also attendants, companions, institution employees (male or female). Drug stores and drug employees—all states. F. V. Kniest, R. P. Bee Building, Omaha, Nebr. Estab. 1904.

WANTED—Graduate nurse to take charge of obstetrical department and operating room in a 35-bed hospital for women. Salary \$75 per month, with room, board and laundry. Night supervisor needed in same hospital. Salary \$65 per month. State experience. Address B. L., care Hospital Management, 608 S. Dearborn Street, Chicago.

Wanted—Assistant Superintendent—single man preferred. While it is necessary that he should be a graduate of medicine, it is important that he should have executive ability; address in own handwriting; giving school; married or single; age; experience; references; salary, etc.; would like photograph, Arthur B. Ancker, Superintendent City and County Hospital, St. Paul, Minn.

Wanted—Position as hospital superintendent, location in South or West preferred. Am a graduate male nurse, with seven years' experience in hospital and private nursing. Am 32 years of age and married. Best of references. J. E. Adams, 786 Madison avenue, Memphis, Tenn.

Wanted—Night supervisor for a 100-bed hospital. Salary, \$60 and maintenance. Address Superintendent Norton Memorial Infirmary, Louisville, Ky.

Wanted—The Barnert Memorial Hospital, Paterson, N. J., an institution of 80 beds under Jewish auspices, wants the services of a superintendent of nurses. Must be a good disciplinarian and executive, able to direct the practical and theoretical training of about 30 nurses. Address, stating age, experience and salary expected, Superintendent Barnert Hospital, Paterson, N. J.

Wanted—A position as superintendent of nurses or assistant superintendent. Five years' experience in teaching nurses. Former high school teacher. Registered. Best of references. Address E. A. M., 259 West Center Street, Akron, O.

Industrial Hospitals Should Use Vaccines in Acute Infections

The early administration of Sherman's Bacterial Vaccines will reduce the average course of acute infections like Pneumonia, Broncho-pneumonia, Sepsis, Erysipelas, Mastoiditis, Rheumatic Fever, Colds, Bronchitis, etc., to less than one-third the usual course of such infectious diseases, with a proportionate reduction of the mortality rate.

Sherman's Bacterial Vaccines

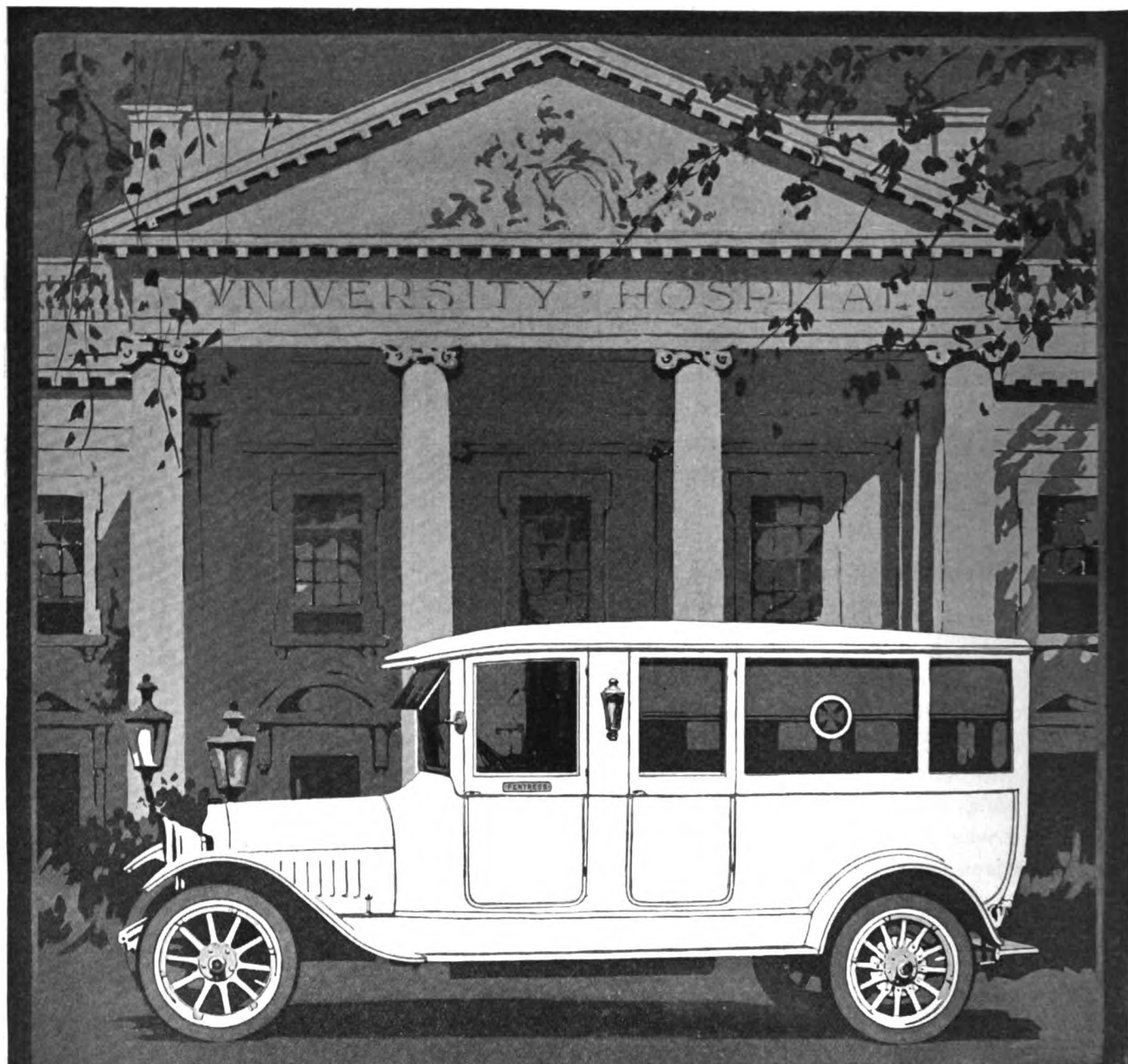
are prepared in our specially constructed Laboratories, devoted exclusively to the manufacture of these preparations and are marketed in standardized suspensions.



Write for
literature

MANUFACTURER
OF
BACTERIAL VACCINES
G. H. SHERMAN, M.D.
Detroit, Mich.
U.S.A.

*Our Representative will be
pleased to call on you and
make a practical demon-
stration.*



AN ambulance for the Hospital is a necessary part of the Service and should be strictly in keeping and represent the general character and substantiality of the institution. ¶ You must provide for the patients comfort at every step to establish thorough confidence. An ambulance that favorably impresses the patron and then proves its efficiency should certainly merit your full investigation and confidence.

ROCK FALLS MANUFACTURING CO.

BUILDERS OF QUALITY VEHICLES

STERLING, ILL.

HOSPITAL MANAGEMENT

Vol. V

May, 1918

No. 4

In This Issue :

Ohio Superintendents
Meet at Columbus—
Page 14

How to Buy for the
Hospital—Page 16

Remarkable Hospital
of Youngstown Steel
Company—Page 30

Published  Monthly by
CRAIN PUBLISHING CO.
INCORPORATED
CHICAGO

Like a Thief in the Night

"We selected our sterilizers with care. We were sure we had the best on the market. We were confident that we were well fortified against the development of infection—AS FAR AS THE STERILIZERS WERE CONCERNED. But we were not!

"We were once induced to try Sterilizer Controls. Their small cost (\$5.00 for a box of one hundred) was an incentive that we appreciated. Upon using a few with our dressings, we discovered to our chagrin that our sterilizers didn't have sufficient steam for an EFFECTIVE and THOROUGH sterilization! It was incredible. However, upon investigation, we found a defect in our steam connection. AND ALL THE WHILE WE TURNED OUT DRESSINGS WITH DANGEROUS INFECTION LURKING ON EVERY INCH OF THE DRESSING! Sterilizer controls showed us the trouble."

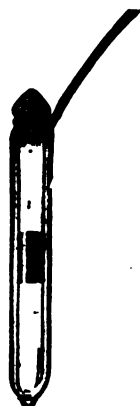
The foregoing is an expression of a hospital superintendent before a meeting of the

local association. It requires no comment to show the efficacy and value of Sterilizer Controls. Sterilizer Controls are positive proof against infection through dressings. They insure in each and every instance a complete and safe sterilization.

Scores of hospitals use Sterilizer Controls for every charge of the sterilizer. At 5 cents apiece, they protect machinery which is worth hundreds of dollars, lives which are priceless, and the reputation of the staff and institution, which must remain unassailable.

You needn't invest one penny to test Sterilizer Controls. Send the coupon attached with your name and address. This will bring you a \$5.00 box of 100 Sterilizer Controls, which you may try out in your own way. If not perfectly satisfactory, you involve no cost or obligation. If you decide to keep them, your \$5.00 investment affords inestimable protection. ACT NOW. REMOVE ALL DOUBT. YOUR FINDINGS MAY ASTONISH YOU!

**Sterilizer
Controls
Diack**



Try 100 FREE



These Hospitals Use Sterilizer Controls

(and there are hundreds of others)

Johns Hopkins Hospital, Baltimore.	Methodist Hospital, In- dianapolis.
New York Post Graduate Hospital.	Robert W. Long Hospital, Indianapolis.
Presbyterian Hospital, New York.	Harper Hospital, Detroit.
Massachusetts General Hospital, Boston.	Grace Hospital, Detroit.
Pennsylvania Hospital, Philadelphia.	Samuel Merritt Hospital, Oakland, Cal.
Mt. Sinai Hospital, Clevel- and.	County Hospital, Los Angeles, Cal.
Lakewood Hospital, Clevel- and.	Presbyterian Hospital, Chicago.
Barnes Hospital, St. Louis	Chicago Lying-in Hos- pital.

A. W. DIACK

51 W. Larned St., Detroit, Mich.

A. W. DIACK,

51 W. Larned Street, Detroit, Mich.

Please send immediately 100 Sterilizer Controls—Diack, the price of which is \$5.00. This is a trial order and it is agreed that payment for the same will not become due until thirty (30) days after receipt of Sterilizer Controls, and that I have a right to return them any time during that period, in which case no charge will be made.

Hospital

Address

CYPRESS "The Wood Eternal"

is rapidly coming into recognition as one of the most desirable of woods for INTERIOR TRIM—for home or institution. Whether the treatment is "natural," stained, or with enamel, the effect is thought by many to be the best obtainable among the more *dependable* of American woods.

Let our "ALL-ROUND HELPS DEPARTMENT" help YOU. Our entire resources are at your service with Reliable Counsel. We invite Correspondence with a Serious Purpose in it.

Southern Cypress Manufacturers' Association

1278 Hibernia Bank Building, New Orleans, La., or 1278 Heard National Bank Building, Jacksonville, Fla.

INSIST ON Trade-Marked CYPRESS OF YOUR LOCAL LUMBER DEALER. IF HE HASN'T IT, LET US KNOW.

KO-LOC LIQUID COFFEE SAVES 43%

2 $\frac{3}{4}$ pounds of ground coffee makes 100 cups, costing, at 30c per pound . . . \$.83
 1 pound of ground coffee (.30) and 7 ounces **Ko-Loc** Liquid Coffee (.17) ^{Make 100 Cups} .47
 Saving36

KO-LOC adds to your coffee a delicious taste, rich color and fragrant aroma because it is liquefied from an excellent grade of Coffee, which we import green and roast ourselves. Moreover, Coffee prepared as above is practically harmless to the most nervous patients, because our liquefying process removes nine-tenths of the Caffeine and two-thirds of the Caffe-tannic Acid. Note chemical analyses made by Pennsylvania State Chemist, Prof. F. T. Aschman.

KO-LOC produces equally delicious Coffee when used by itself in hot water—its flavor, color and aroma being fully equal to much more expensive coffee, and its use saves nearly 50%. A teaspoon makes a cup.

KO-LOC makes a delightful flavoring for ice cream, puddings, icings, etc., affording your patients a welcome change from the common flavors they have known so long.

Try **KO-LOC**
at our expense.

Ko-Loc Laboratories,
Jenkins Arcade, Pittsburgh.

1918

Gentlemen:—Please send me by express prepaid, one gallon **KO-LOC** Liquid Coffee. If I do not like Ko-Loc after one week's trial, I will notify you and return unused portion—otherwise you may bill me for \$3.10. All transportation charges to be paid by you.

Name

Address

ANALYSES
 CHEMICAL ENGINEERING
 ASSAYS
 PHYSICAL TESTS
 INVESTIGATIONS
 CHEMICAL RESEARCH
 COUNSEL
 EXPERT TESTIMONY
 REPORTS ON MINING AND
 MINERAL PROPERTIES
 BACTERIOLOGICAL TESTS

OFFICE AND LABORATORY
 MORGAN BUILDING
 CONTROLLED BY LAW
 5011 Piquette Street 1918

F. T. ASCHMAN, Ph. B., P. D.
 ANALYTICAL AND CONSULTING CHEMIST
 MEMBER OF AMERICAN SOCIETY OF CHEMISTS
 MEMBER OF SOCIETY OF APPLIED CHEMISTS
 MEMBER OF SOCIETY OF ANALYTICAL CHEMISTS

PITTSBURGH, PA., April 21st. 1917.

V. F. Sklenar, Esq.,
 President Koloc Mt. & Co.,
 Ford City, Pa.

Dear Sir:—

The samples of Koloc and of Coffee, which I received from you for analysis gave the following results:

	Koloc	Coffee
Specific gravity	1.0038	1.0045
Total solids	0.196%	0.182%
Reducing sugars	0.081%	0.008%
Caffeine	0.356%	1.212%
Caffeic acid	0.008%	0.053%
Ash	0.218%	0.262%
Alcohol	none	none
Injurious chemicals	none	none

The samples of Koloc and of Coffee gave the following results:

Very respectfully submitted.

F. T. Aschman

KO-LOC
Laboratories
Jenkins Arcade,
Pittsburgh, Pa.

A Reminder to Send for a Free Trial Tube of Ten Tablets of

CHLORAZENE (Abbott)

Dakin's Powerful Antiseptic



This non-poisonous, efficient and convenient germicide is rapidly replacing such dangerous agents as bichloride of mercury, carbolic acid and other substances of this class.

For protection insist on the trade-mark "Abbott." This trade-mark insures purity and strength.

Specify also Abbott's Dichloramine-T, Chlorcosane, Halazone, Galactenzyme and other American Made Medicinal Products.

Literature on Request

THE ABBOTT LABORATORIES

Home Office and Laboratories, Dept. 24, CHICAGO

New York Seattle San Francisco Los Angeles Toronto Bombay

A Complete Linen Equipment

SHEETS

**PILLOW
CASES**

BLANKETS

**BEDS
SPREADS**

Toweling
In
All Qualities

The Lowenfels line of Linens, embracing Blankets, Sheets, Pillow Cases, Curtains and Towels, will fill every requirement of your hospital or institution.

A big variety with an excellent service insures proper handling of your needs.

Prices are the lowest; for example, we offer

No. 513 Bleached Bath Towel, heavy
double thread, size 20x41.....\$4.25 a doz.

We suggest that you order a good supply of this item and send us your orders for your other linen wants.

Samples and Prices Cheerfully Submitted.

**NAPKINS
TOPS**

**TABLE
CLOTHS**

**DAMASK
IN**

**ALL LINEN
UNION LINEN**

**MERCER-
IZED
COTTON**

B. Lowenfels & Co., Inc.

Importers and Manufacturers

**38 Cooper Square
New York**

Hospital equipment at moderate cost



Mandel Brothers' Service to hospitals has been accorded unqualified praise for its quality—and hundreds of re-orders.

Operating gowns, \$17.95 doz.

These gowns are made of medium weight twill, especially adapted for summer wear. They can be furnished in all sizes up to size 48, and with either long or short sleeves.

Sello operating aprons— waterproof—\$15 dozen

Protect your gown—protect yourself—with a Sello operating apron, made exclusively by Mandel Brothers. Sello aprons can be sterilized, washed and ironed; are light weight, strong and durable. Men or women can wear them. \$1.35 each. Style pictured at the left.

Sello cloth, 36 inches wide, 85c yd.

Extra! Patients' gowns, \$10.95 doz.

The gowns are made of good grade bleached muslin and are in all sizes up to 48. Pictured at right.

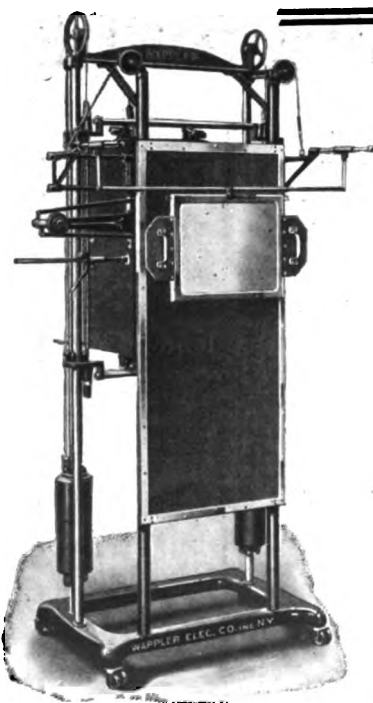
Children's sizes, 2 to 5 years, \$6.75 dozen.
6 to 8 years, \$7.95 doz. 9 to 14 years, \$8.50 doz.



Mandel Brothers

State to Wabash at Madison street

Chicago



WAPPLER

Vertical Fluoroscope

facilitates diagnosis by the Roentgen Ray. The screen can be manipulated in unison with the tube box, or can be separately suspended. The change from one method to the other can be made within ten seconds.

Highest Protection from Rays
Highest Electrical Insulation
Highest Quality Throughout

Write to Dept. H. M. for new catalog of Tables and Fluoroscopes, or ANY Electro-Medical apparatus.

ROENTGEN RAY, HIGH FREQUENCY, GALVANIC APPARATUS AND ACCESSORIES

CYSTOSCOPES AND OTHER ELECTRICALLY LIGHTED DIAGNOSTIC INSTRUMENTS

WAPPLER ELECTRIC COMPANY, Inc.

173-175 East 87th Street

NEW YORK, U. S. A.

Service Stations in the Following Cities:

Atlanta, Ga.
Baltimore, Md.
Charlotte, N. C.

Chicago, Ill.
Cleveland, O.
Detroit, Mich.

Fort Worth, Tex.
Los Angeles, Cal.
Newark, N. J.

New Haven, Conn.
New York, N. Y.
Philadelphia, Pa.

San Francisco, Cal.
Tacoma, Wash.
Tokio, Japan
Toronto, Canada

Buyers' Guide to Hospital Equipment and Supplies

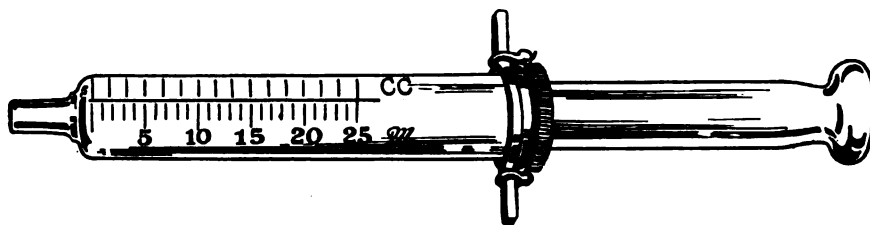
AMBULANCES Rock Falls Mfg. Co.	GELATIN Genesee Pure Food Company	Marell Chemical Co. Schering & Glatz.
BABY INCUBATORS Chicago Surgical and Electrical Co.	HOSPITAL FURNITURE Frank S. Betz Co. Scanlan-Morris Co.	REGULATORS (Hot Water) Hoffman & Billings Mfg. Co.
BEDS Albert Pick & Co.	HOSPITAL SUPPLIES Frank S. Betz Co. Feick Bros. Co. General Laboratories.	SHEETS AND PILLOW CASES H. W. Baker Linen Co. B. Lowenfels & Co. Mandel Bros.
BEDDING Albert Pick & Co.	HOT PACK MACHINES The Republic Mfg. Co.	SILVER BURNISHING MACHINES American Laundry Machinery Co.
BOOKS G. P. Putnam's Sons.	ICE BREAKERS B. L. Schmidt Co.	SPITTOONS Cordley & Hayes
CANNED GOODS Coast Products Co. John Sexton & Co.	ICE CREAM FREEZERS J. G. Cherry Mfg. Co. Albert Pick & Co. F. E. Whitney Co.	SPRINGS Albert Pick & Co.
CASE RECORD SYSTEMS Hospital Standard Publishing Co.	INSECTICIDES Edgar A. Murray Company.	STERILIZER CONTROLS A. W. Diack.
CATGUT Davis & Geck, Inc.	INVALID CHAIRS Frank S. Betz Co. The Colson Co. Gendron Wheel Co.	STERILIZERS American Laundry Machinery Co. Frank S. Betz Co. Wilmot Castle Co. Northwestern Steel & Iron Works. The Republic Mfg. Co. Scanlan-Morris Co.
CHAMBERS Cordley & Hayes	KITCHEN EQUIPMENT Hobart Mfg. Co. Albert Pick & Co. John E. Smith's Sons Co.	SURGICAL INSTRUMENTS Frank S. Betz Co. Chicago Surgical & Electrical Co. Feick Bros. Co.
CHARTS FOR TRAINING SCHOOLS Denoyer & Geppert. A. J. Nystrom & Co.	LIGATURES Davis & Geck, Inc.	SUTURES Davis & Geck, Inc.
CHART HOLDERS C. Spiro Mfg. Co.	LAUNDRY MACHINERY American Laundry Machinery Co. Fry Bros. Co. Albert Pick & Co.	THERMOMETERS Becton, Dickinson Co.
CHEMICALS The Abbott Laboratories. Feick Bros. Co. Marell Chemical Co. Schering & Glatz.	LAUNDRY SUPPLIES Fry Bros. Marell Chemical Co. Stanley Laundry Supply Co.	UNIFORMS Hospital Nurses' Uniform Co. Mandel Bros. Nurses' Outfitting Ass'n. Albert Pick & Co.
CLEANING SUPPLIES Albert Pick & Co.	LINENS H. W. Baker Linen Co. B. Lowenfels & Co. Mandel Bros. Albert Pick & Co.	VACCINES The Abbott Laboratories G. H. Sherman, M. D.
COFFEE Koloc Laboratories.	LUMBER Southern Cypress Manufacturers' Association. Gum Lumber Manufacturers' Association.	WALL PAINTS Albert Pick & Co.
COOLERS, WATER Cordley & Hayes	NURSES' BOOKS G. P. Putnam's Sons.	WATER TEMPERATURE CONTROL Hoffman & Billings Mfg. Co.
DISINFECTING EQUIPMENT American Laundry Machinery Co.	PAIIS Cordley & Hayes	WINDOW SHADES Albert Pick & Co.
DISH WASHING MACHINES Bromley-Mercedes Company Albert Pick & Co.	PHARMACEUTICALS The Abbott Laboratories. General Laboratories.	WIRE GAUZE SPLINTS Wright Wire Co.
DUMBWAITERS Storm Mfg. Co.		X-RAY APPARATUS Frank S. Betz Company. Victor Electric Co. Wappler Electric Co.
ELECTRO-THERAPEUTIC APPARATUS Frank S. Betz Co.		
ELEVATORS Storm Mfg. Co.		
FLOORING Franklyn R. Muller & Co.		
FOODS Coast Products Co. Quaker Oats Co. John Sexton & Co.		

Alphabetical List of Advertisers

Abbott Laboratories.....	9	Lowenfels & Co., B.....	9
American Laundry Machinery Co.....	51	Mandel Bros.	10
Baker, H. W., Linen Co.....	34	Marell Chemical Co.....	53
Becton, Dickinson & Co.....	12	Muller & Co., Franklyn R.....	47
Betz, Frank S., Co.....	5	Murray Co., Edgar A.....	46-47
Bromley-Mercedes Mfg. Co.....	43	Northwestern Steel & Iron Works.....	37
Castle, Wilmot Co.....	39	Nurses' Outfitting Assn.....	54
Cherry, J. G., Co.....	48	Nystrom & Co., A. J.....	47
Chicago Surgical & Electric Co.....	55	Pick, Albert & Co.....	37
Coast Products Co.....	45	Putnam, G. P., Sons.....	44
Colson Co., The.....	39	Quaker Oats Co.....	51-52
Cordley & Hayes.....	55	Republic Mfg. Co.....	54
Davis & Geck.....	Inside Front Cover	Rock Falls Mfg. Co.....	4
Denoyer & Geppert.....	42	Scanlan-Morris Co.....	33
Diack, A. W.....	6	Schering & Glatz.....	34
Feick Bros. Co.....	36	Schmidt Co., B. L.....	56
Fry Bros. Co.....	50	Sexton & Co., John.....	Back Cover
Gendron Wheel Co.....	Inside Front Cover	Sherman, G. H., M. D.....	Inside Back Cover
General Laboratories.....	40	Smith's Sons, John E.....	48
Genesee Pure Food Co.....	35	Southern Cypress Manufacturers' Assn.....	8
Glidden Mfg. Co.....	56	Spiro, C., Mfg. Co.....	56
Gum Lumber Manufacturers' Assn.....	41	Stanley Laundry Supply Co.....	3
Hoffmann & Billings Mfg. Co.....	38	Storm Mfg. Co.....	46
Hospital Standard Publishing Co.....	40	Victor Electric Corp.....	2
Hobart Mfg. Co.....	43	Wappler Electric Co.....	10
Hospital Nurses' Uniform Co.....	1	Whitney, F. E., Co.....	56
Koloc Laboratories.....	7	Wright Wire Co.....	38

B-D

TRADE MARK



The Luer Syringe

(Genuine)

Barrel and Plunger are ground to an exact fit and tested with needles against leakage under pressure. The (patented) "Spring Plunger Holder" automatically holds the Plunger stationary at any point of graduation.

Ask for a Copy of "The Luer Syringe" booklet

The Genuine—not the Imitation—

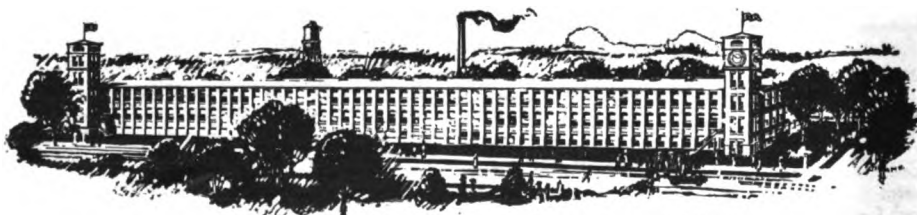
is made by

Becton, Dickinson & Company

Rutherford

Makers of B-D Fever Thermometers

New Jersey



FACTORY AND GENERAL OFFICE

B-D

TRADE MARK

May, 1918
Vol. V, No. 4

HOSPITAL MANAGEMENT

417 S. Dearborn
Street,
Chicago

Published in the Interest of Executives in Every Department of Hospital Work
Entered as second class matter May 14, 1917, at the post office at Chicago, Ill., under the act of March 3, 1879.

Get Aboard the Association Ship



War Convention To Be Held at Columbus

Ohio Hospital Association Arranges Program Dealing
With Problems of the Day—Big Attendance Assured

TO THE MEMBERS OF THE OHIO HOSPITAL ASSOCIATION

Your Executive Committee has been approached with the suggestion that no convention be held this year. After a very careful consideration of the reasons for such a course, the committee has decided that there has never been a time in the history of the hospitals of the state when their problems have been so varied and pressing.

While, of course, we are all kept informed as to the general situation affecting hospitals by the journals devoted to our particular interests, yet it is felt the more intimate problems of administration can be much better understood and met by a frank discussion of them by superintendents.

It is, therefore, decided to hold the convention in Columbus, which will minimize travel incident to attendance on the meeting, and do away with the usual entertainment features, except the banquet, which will be addressed by two speakers of national reputation.

The committee has been fortunate in securing a number of speakers who can talk authoritatively on the problems imposed upon us by war conditions.

It is our belief that no hospital superintendent of the state can afford to miss the opportunity which this convention will offer for valuable information and exchange of ideas. Remember the place, Columbus—date, May 28, 29 and 30—and plan to be present both to give and receive valuable ideas.

FRED S. BUNN, PRESIDENT.

A real war-time convention, with all the frills eliminated, and devoted entirely to the difficult business of conducting hospitals under war conditions, will be held by the Ohio Hospital Association at Columbus May 28, 29 and 30.

Columbus was chosen on account of its central location, which will enable superintendents from all parts of the state to attend with a minimum of expense. The discussions will bear directly on the problems that are pressing for solution, and hence should be of the greatest possible value to every superintendent who attends.

Hospital executives from adjoining states will be welcome at the convention, and in view of the obvious value of co-operation and interchange of ideas at this time, when the difficulties of hospital administration have been increased by war conditions, it is believed that West Virginia, Pennsylvania, Kentucky and Indiana will be represented.

The meeting place is the Hotel Deshler, Columbus' newest and finest hotel. The sessions will be held in the ballroom of the hotel proper, so that it will be convenient for those who are stopping at this hotel to attend the meeting.

PLANS FOR EXHIBITS

There will be a large number of commercial exhibits, as indicated by the demands made for space on Dr. E. R. Crew, secretary of the organization. In connection with these exhibits, Dr. Crew writes HOSPITAL MANAGEMENT:

"We shall have an experimental exhibit, not going to the expense of elaborate decorating or expensive

booths, but giving exhibitors space on sample tables arranged at the back and along the sides of the ballroom in which the convention will be held."

This, it is expected, will enable those attending the convention to get in touch with exhibits to the best possible advantage. Owing to unsettled conditions which prevail in practically all supply lines, it is expected that hospital superintendents will be especially interested in the offerings of the exhibitors.

The convention program, as mapped out by the officers, is especially interesting, and promises much for the meeting.

One of the big subjects to be discussed is that of nursing, dealing not only with the important question of enlarging the number of nurses in training as a means of supplying adequate nursing personnel for war service, but with the question of training nurses in short-term courses, which is one of the moot questions of the day.

HOSPITAL ECONOMIES

Economies in hospital management form another interesting topic which will be fully covered at the meeting. The important departments of dietetics, operating room, housekeeping, laundry and linen room and engineering and mechanical, will be gone into thoroughly, and as the discussions will largely be of an informal nature, some really valuable "brass-tacks" information will no doubt be presented.

Workmen's compensation, also an important subject from the hospital standpoint, will be discussed by a representative of the State Industrial Commis-

sion, which fixes the amounts paid to hospitals for service in compensation cases.

The rehabilitation of soldiers handicapped by war wounds, which is getting attention from every social agency at present, will be given a prominent place at the meeting, one of the talks on this subject being made by Mr. Richard P. Borden, of Fall River, Mass., chairman of a committee of the American Hospital Association which is investigating the general subject of co-operation with the Government in the handling of this problem. A representative of the Surgeon-General of the Army will also talk on this subject.

Hospital standardization, which is a theme that hospitals are keenly interested in at present, will be presented by Mr. John G. Bowman, director of the American College of Surgeons, which launched the movement. Mr. Bowman has succeeded in securing the enthusiastic support of hundreds of hospitals in the standardization program, and will be able to report more than a little progress along this line.

OFFICERS' GOOD WORK

The officers and committees of the Ohio Hospital Association have been doing excellent work during the past year, and owing to the unusual conditions which have prevailed their efforts have been more valuable than if the situation had remained normal. Mr. Fred S. Bunn, superintendent of the Youngstown Hospital, and president of the association, has had a successful administration, while Dr. E. R. Crew, superintendent of the Miami Valley Hospital, Dayton, O., who is completing his first year as secretary, has handled the affairs of the organization in efficient style. These and other officers of the association should be supported by a large attendance of hospital executives at the Columbus convention.

Rev. C. H. Le Blond, director Catholic Charities, Cleveland, is first vice-president; Miss Alice Thatcher, superintendent Christ Hospital, Cincinnati, second vice president, and Miss L. J. Napier, superintendent Springfield City Hospital, third vice-president.

The program, which is tentative and subject to change in some details, is as follows:

Tuesday, 28th, 1 P. M. Registration.

2:00 P. M. President's address, Mr. F. S. Bunn, Supt. Youngstown Hospital, Youngstown, Ohio.

2:30 P. M. Minutes of Previous Meeting, Dr. E. R. Crew, Supt. Miami Valley Hospital, Dayton, secretary.

2:45 P. M. "The Work of the Woman's Committee, Ohio Branch Council of National Defense, in Stimulating Interest in Adequate Nurse Training," Miss Belle Sherwin, acting chairman.

3:15 P. M. "The Added Responsibility of the Social Service Nurse Brought About by the War," Miss Stewart, Columbus, Ohio.

3:30 P. M. "Training of Nursery Maids," Supt. Nurses, Jefferson Hospital. Discussion.

Evening Session.

7:30 P. M. "The Present Status of Hospital Standardization," Mr. John G. Bowman, director American College of Surgeons, Chicago.

8:00 P. M. "Compulsory Health Insurance," John C. Lapp, director of Investigation. Discussion.

Wednesday, May 29th—Morning Session.

9:30 A. M. Round Table Conference on War Time Economies, President Bunn presiding.

1. Dietetic Department: Mechanical Devices. Serving and Use of "Left Overs." Conservation of Wheat, Meat and Sugar. Substitutes. Miss Sarah Benedict, Dietitian Miami Valley Hospital, Dayton, Ohio. Miss Bertha Beecher, Christ's Hospital, Cincinnati, Ohio.

2. Operating Room Supplies: Dressings. Instruments. Suture Materials. Gauze, Cotton and Bandages. E. L. Parish, Supt. City Hospital, East Liverpool, Ohio.

3. Housekeeping: Wages and Perquisites. Cleaning Supplies. Inspection and Supervision. Miss Mary A. Jamison, Supt. Grant Hospital, Columbus. Miss C. L. Butterfield, Supt. Martin's Ferry Hospital.

4. Laundry and Linen Room. Handling and Distribution. Soap, Starch and Other Supplies. Methods. Mr. P. J. Behrens, Supt. Toledo Hospital, Toledo. Sister M. Beatrice, Mercy Hospital, Canton.

5. Engineering and Mechanical: Conservation of Light and Fuel. General Repairs. Care and Use of Elevators and Other Mechanical Equipment. Mr. Frank E. Chapman, Supt. Mt. Sinai Hospital, Cleveland.

6. Pharmacy and General Supplies: Necessity for substitutions. Economy in Dispensing. Limiting the Amount of Supplies. Standardizing of Methods. R. W. Yengling, Ph. C., Pharmacist Youngtown Hospital.

Afternoon Session.

1:30 P. M. "Present Day Medical Problems of the State," Dr. A. C. Freeman, Commissioner of Health.

2:00 P. M. "The Relation of the Industrial Commission to the Hospitals of the State," Dr. Fletcher, of State Industrial Commission.

2:30 P. M. "Mental Hygiene," Dr. A. C. Baber, Supt. Dayton State Hospital.

Evening Session.

6:30 P. M. Banquet, Hotel Deshler.

Address, "What Service Can the Civil Hospital Render to the Returned Soldier?" Richard P. Borden, Chairman Hospital Committee, A. H. A.

10:30 A. M. Report of special committee ap-habilitation of the Handicapped Soldier," by Medical Officer U. S. A.

Thursday, May 30.

9:30 A. M. Report of Committees.

10:30 A. M. Report of special committee appointed by Governor Cox to make survey of hospitals of state, Senator Howell Wright, chairman.

10:30 A. M. Election of officers.

Adjournment.

Study the Markets and Place Orders Ahead

Present Tendencies Justify Anticipating Requirements for
Staple Supplies—Superintendent Should Interview Salesmen

By H. J. Moss, M. D., Superintendent Hebrew Hospital, Baltimore, Md.

[EDITOR'S NOTE: Those familiar with Dr. Moss's system of charting supplies will be interested in his suggestions as to buying.]

The self-satisfied superintendent, who sits quietly, particularly in these times, without making every endeavor and effort to acquaint himself with the markets of the various commodities needed by his institution, is not only doing himself an injustice, but is wasting public funds which are entrusted to his care. No hospital can live or exist very long with such shortsightedness.

How to meet the extraordinary increases is on the heart and mind of every administrator. A dollar saved is a dollar earned. Proper purchasing will add many dollars to the hospital's treasury and will reduce expenditures.

The question we hear so frequently asked is, "Is it safe to buy in large quantities for long periods?"

I would answer, "Yes, buy judiciously and cautiously all your needs of staple supplies for the year."

A study of the cost of any article during the past year is convincing beyond doubt that there has been a steady increase, with a tendency to rise rather than decline. Should the great war terminate to-morrow, it is very doubtful whether prices will drop abruptly to where they were in normal times.

I would not, for a single moment, advocate the hoarding for an indefinite period of perishable supplies. This would be wasteful and costly. Whenever the opportunity presents itself, it is advisable to draw contracts for as long a period as is possible. In certain instances when contracts are unobtainable, it might be profitable to purchase outright for the lowest price.

Contracts may be drawn for the following: Gauze, bandages, cotton, adhesive plaster, catgut, safety pins, enamel ware, rubber goods, ether, thermometers, electric lamps, coal, crockery, glassware, laundry soap, laundry soda, starch, toilet and other soaps, paints, X-ray plates, canned vegetables and fruits, dried prunes, dried peaches, cocoa, rice. A fair stock of dried beans, split peas, lentils and tea may be kept at all times.

We find that in studying and putting into practice the suggestions of the United States Food Administration, we are able to bring about a great many substitutions. In fact, when ordering supplies, we request the concerns in quoting to suggest substitutes of equal grades at a cheaper selling price, and thus we have been able to effect a saving in this manner.

We use the following form when contemplating purchases, and not infrequently have we obtained excellent grades of substitutes which answered our purposes at reduced rates:

HEBREW HOSPITAL.		
Baltimore, Md.....		
To.....		
.....		
Gentlemen:		
Please quote prices for the following articles:		
Quantity	Article	Price
Substitute Suggested		Price

Buying in the open market is invaluable. An institution tied down to one grocer, one butcher, one milk dealer, one surgical supply house, etc., etc., is bound to overpay. Competitive bids will obtain the lowest figures, and will save you many dollars. The concern that is not always sure of your business will give you better service and better prices.

Let the door of your office be open to salesmen at certain hours of the day. Interview every man who has something to sell, though you may have no need for the particular article he has to present. He may have something that may ultimately save you hundreds of dollars. The few minutes seemingly wasted in an interview are really not wasted. Get the other man's point of view. You will be better informed, and you will stock up additional knowledge which may prove valuable.

No matter how busy, do not leave the actual ordering of supplies to any subordinate. Let the departmental heads present all requisitions and requests for purchases to you, but place the order yourself with the concern most advantageous to the institution.

Needs of Country First

Raising of Funds for War Causes Put
Ahead of Requirements of the Hospital

Rev. A. G. Lohmann, superintendent of the German Deaconess Hospital, of Cincinnati, and former president of the Ohio Hospital Association, declared in his annual report, made public recently, that the needs of the country, in connection with Liberty Loans, the raising of funds for the Red Cross, the Y. M. C. A. and other war causes, come ahead of hospital requirements.

"We could very well use \$150,000," he said, "but if we are willing to give up our sons and daughters for the service of the flag, how much more should we be willing to acknowledge the financial demands of our country in these trying times."

Competition for Economy

Developing Rivalry Between Departments
Has Good Effect in Curbing Extravagance

*By Pliny O. Clark, Superintendent Ohio Valley
General Hospital, Wheeling, W. Va.*

Before ever a hospital attempts to purchase so much as a box of toothpicks, its work should be most carefully standardized, so that heads of departments and head nurses, on down to the scrubwomen and janitors, will know exactly what to order and what to use, with maximum quantity in each instance, and then have a friendly rivalry to see which department or class of workmen can make the best showing.

Continuing on the bulletin board, as a roll of honor, the names of those who have been especially economical, is a plan which has helped in securing economy in the hospital. Then as to buying:

Place the buying, so far as possible, under one head. It is usually possible in the larger hospitals to have the buying under two heads, at most, the drugs by the pharmacists and all the other supplies by the steward or keeper of stores. These persons then become more or less expert in their method of approach to salesmen, and know the best channels through which to purchase, and their ambition to overstock may be checked by requiring that in giving orders for everything outside of the daily needs, they be countersigned by the superintendent.

It is well to keep in touch with all of the trade journals of the day by direct subscription or through the public library, watching carefully for the advice of experts in the various lines.

The value of salesmen must not be overlooked. Even though one may not be particularly pleased with the method of approach of a salesman, yet five or possibly ten minutes' chat with that salesman may reveal some very important information.

And then, after the purchase and the articles are in stock, their outgo must be carefully checked by a requisition system, and if possible a running inventory.

Buying An Ambulance

Some of the Features Hospital Should
Look Into in Planning Purchase

The purchase of a hospital ambulance is a matter of considerable importance, and places a great responsibility upon the committee which makes the final selection.

First of all, the committee must be assured that the manufacturer has an established reputation and understands the art of ambulance construction; not only of the body and equipment, but of the chassis as well; in other words, that he is competent to furnish a satisfactory complete unit.

Design is a matter of individual ideas. Construction is a matter that should be given considerable

investigation, as herein lies the key to the life of the entire vehicle.

Equipment and fitting should be given careful and intelligent consideration. The interior must be so constructed and fitted that it can be easily cleaned and fumigated. The cot for the patient should be carefully selected for comfort and convenience. Attendants' seats should be comfortable. Every convenience should be included, such as heater, electric fan, provision for hot and cold water and suitable cases for first-aid supplies. Also ventilation must be intelligently arranged, so that the patient may not be subjected to drafts.

Very special attention must be given to the chassis under the ambulance. The motor should be of ample power to maintain a slow speed on high gear, giving a slow, even torque. Otherwise it would be necessary to use second or first gear, causing the car to jerk and run unevenly, and the noise from the transmission gears would be very objectionable.

Special attention is given to springs, which must be expressly designed for this purpose if they are to perform their functions properly and satisfactorily. They must give a soft, smooth action, yet not too soft. Rebound must be guarded against with a good snubber. Springs should be under-slung, and every precaution taken to guard against top sway, which is very annoying to the patient. The center of gravity should be kept close to the ground.

Form for Narcotics Record

In view of the importance of maintaining proper records of the issuance of narcotics, in keeping with the provisions of the Harrison law, the use of a printed form, which must be filled out in each instance, is of value.

Here is a form that is used to good advantage in a Chicago hospital:

.....Floor	NARCOTIC RECORD	Date.....
Name.....	Room.....	Doctor.....
Morphine	Codeine	Misc.
	1-4 1-2	

The nurse signs the slip, which is issued in triplicate, one record going to the pharmacist, one to the office, and the third going back to the floor with the prescription. The pharmacist signs the name of the superintendent, who happens to be a physician. The office record is constantly complete, while at the same time the pharmacist is able to check up the issuance of the narcotics from his own file at any time that he desires to do so.

Miss Attie B. Spear, superintendent of the Holmes Hospital, Macomb, Ill., has resigned her position on account of ill health. Her successor is Dr. D. R. Scott. Mrs. Minnie Curtis has been appointed housekeeper.

Miss Frances Stiven, a graduate of the Royal Victoria Hospital of Montreal, Can., has been appointed night superintendent of the Rockford, Ill., Hospital.

System in Pennsylvania Institution Involves Competitive Bids for Three Months' Supplies — Controlling Consumption

This institution comprises both a hospital for the insane and a home for the indigent, with all the departments entirely separated.

The buying is in the hands of a purchasing committee, made up of three members of the board of directors; all goods are purchased in open competition. In making a requisition for the goods and materials, the kind, quality and amount are plainly and definitely stated, so that there shall be no opportunity for misunderstanding on the part of the bidder.

All bills are discounted as soon as presented; thus the goods and materials are obtained at the lowest figure possible.

In the store a card file system is kept, and each article is listed on a card as shown below:

As all requisitions, bills and orders pass through the secretary's office, he is thus enabled to keep a duplicate set of cards and orders, which are used as a check on the inventories when taken at the institution.

The exact amount and value of goods sent to each ward or department are thus accurately and easily kept.

The departments, such as engineering, blacksmith, bakery, trucks, carpenter, paint shop, farm and garden, etc., hand in daily reports of work done and materials used, so that at the end of each month the bookkeeper is able to hand to the superintendent a profit and loss sheet of every department of the institution, showing the exact condition and the per capita for that period.

By this system we are able to note any increase or decrease in the various articles which are used, and to vary their use according to their price by sub-

On one side are the date, from whom purchased, the quality, the price and the amount. On the reverse side are given the date, the order number, to what department goods are sent, the quality, the price and the amount.

stituting for those of increased price other goods of equal value which may be more easily obtained and at a lower cost.

It also serves to check any department which is obtaining more goods than its actual needs call for.

This statement, while not complete, gives an idea of how we attempt to keep a check on the amount of goods needed, when requisitions are made out, and how an accurate distribution of the articles to the various departments may be obtained.

Find a Reliable Supply House and Stick to It

Develop Personal Relations With Manufacturers and You Will
Be Given Square Deal—Don't Sacrifice Quality for Price

By Drs. C. E. and Carl W. Sawyer, White Oaks Farm, Marion, O.

We have been purchasing for our institution for about thirty-three years now. Formerly we tried out various plans to solve the problem in the best way, but for a number of years we have followed very fixed ideas. They may not be the best for general use, but we have found that they serve our purpose very satisfactorily.

We have always made it a policy to buy the best that the market had to offer, considering the use to which the article was to be placed.

By this we mean that if it were necessary for the article to be A-1 in all respects, that was the kind that we purchased. If it were an article which would be broken or put out of use rather quickly, we purchased a cheaper grade.

We can illustrate this best by laboratory glassware. Articles which were liable to be broken or to be handled a great many times, or that would become unfit for use in a short time, we usually bought in cheap goods, but if it was anything that was to last or to be used actively, for instance, blood pipettes, special glassware for distilling water, and so on, it was always the best that could be purchased.

We have never permitted money to stand in the way of any purchase that was actually needed for the work, but we have never been given much to experimenting or trying out all new articles that were on the market.

We have always tried to follow Pope's statement, "Be not the first by whom the new is tried, nor yet the last to lay the old aside."

BUY GOODS AS NEEDED

We purchase as a general rule whenever we need articles. Occasionally we buy at certain seasons in order to meet certain conditions. Some articles we purchase in rather large quantities at one time; others we purchase as we go along. We know about how much it will take of each thing to run our institution for a year, and while we do not make any contract for that number of articles, we usually have an understanding with the firm that they will secure that much from us each year. We never sign contracts for anything. Occasionally we make what is known as a formal order, but it is solely because the demands of the house are such that one cannot place orders unless they are signed on certain forms.

We have never known any reputable firm to break any agreement they have had with us, excepting for a cause which we had to admit was perfectly just, and we have made it a strenuous policy to meet every obligation thrown upon us promptly. Our policy is cash within ten days with all things.

Our different departmental heads keep close check

on the consumption of the products, and each of them knows when to purchase and in what quantity. Most of these people attain their end by constantly going over their stock.

FIND RELIABLE HOUSES

We never check prices with any other firm. Practically every article we purchase is bought through some reputable organization. In most instances we have been purchasing from these firms for years. We have learned that reliable firms will always give the best price for an equal article, and whenever we have experimented and tried purchasing an article for a lesser price, we have invariably found that we have secured a cheaper article. Some one of us has visited personally most of the firms that we purchase from, and they were chosen because this personal visit disclosed the fact that they were reputable and reliable, and we turn the matter entirely over to them and have left it to their judgment.

When we make this decision with a firm, we check them up and see whether or not they are treating us fairly. If we find that they are not, they are notified, but I am pleased to state that as a general rule we find that, taking it the year through, they are more than square with us. Only recently we received a personal communication from a firm stating that it would be necessary to raise the price of a certain article at a certain time, and that they wished to give us a personal statement in order that we might lay in a supply before they made the general advance and before they sent out their usual printed matter regarding this. This letter, I know from personal investigation, was sent only to our institution, and was sent entirely because of the friendship which had arisen.

SETTLE QUESTIONS EASILY

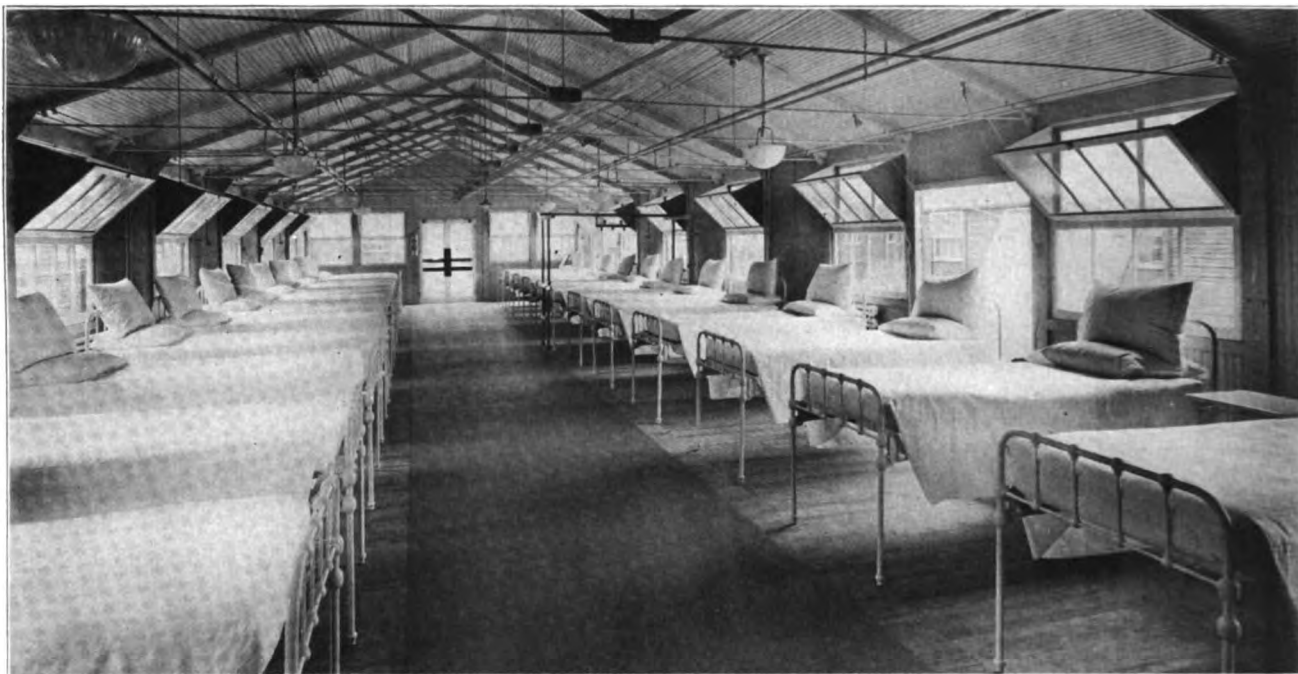
As a result of this plan we have absolutely no discussions of any nature. Recently we had occasion to dispose of some articles which we had been carrying in stock for quite a while. The firm which originally sold them to us took them back without any question whatever, and if there is ever any discussion as to accounts, we invariably get them settled without any great difficulty.

After once trying a firm out, we feel absolutely safe in their hands and trust their judgment implicitly. We very rarely see salesmen. One firm that I have personally placed orders with for nearly twenty-three years has not had a salesman in our institution for over six years. Still they are receiving several hundred dollars' worth of orders from us every year. This house has never failed to give us the information we desire on any question that we put up to them at any time.

Overseas Hospitals Provide Every Facility

Portable Type of Construction Used, and Provision Is Made
For All Requirements of Patients, Staff and Administration

By Edward F. Stevens, Boston, Mass., and Charles Butler, New York City, Architects.



INTERIOR OF ROCKEFELLER HOSPITAL, NEW YORK

This is the Type of Construction Used in the Portable Hospitals Designed for Use Abroad.

Never before in the history of this country have there been created great cities in a night, as it were, as was witnessed in the erection of the sixteen army cantonments and the sixteen National Guard camps, built between the middle of June and the first of November of last year. Each city houses from twenty-five thousand to forty-two thousand soldiers. Moreover, with each of these thirty-two cities, the government has supplied a hospital of larger proportions than would be needed for a civilian population of the same number. In the cantonments the hospitals will accommodate one thousand beds each, and in the camps from five hundred to one thousand.

These cantonments, camps and hospitals, however, are but the clearing houses for the troops for overseas service, and hospitals planned for the training camps are not in every way suited to the care of our disabled soldiers on the fighting line, where facilities must be had for the quick handling of a large number of injured men, and where the conservation of human energy must be studied and quick and easy means provided for transporting patients, food and utilities. Then, too, a type of construction must be adopted that will enable the buildings and equipment to be actually assembled and shipped to the field of operation, and there very speedily erected.

Before the commission to plan and equip the evacuation and base hospitals for overseas service was placed in the hands of the writers by the Chief of Engineers, United States Army, under the direction of

Colonel W. H. Rose, a thorough study was made of the various types of so-called portable hospital construction, both of those used in France and of the few demonstration war hospitals in this country. A system was adopted similar to that used by Mr. Butler in the Rockefeller War Demonstration Hospital in New York.

PORTABLE TYPE OF CONSTRUCTION

While, with a portable construction, it was necessary to consider lightness and ease of erection, protection from the elements, hygienic qualities and, to a certain extent, esthetic qualities were considered also. While the walls were kept low, an air of spaciousness was maintained by the use of light iron trusses.

These units consist of eighty-seven buildings each, and comprise all the essential departments and buildings of an up-to-date hospital, and still are of portable construction.

The block plan is the ideal grouping of buildings, but the actual layout on the ground must depend, of course, on the available site, on the contour of the land, on the local surroundings, etc. In war hospitals, as well as in civilian hospitals, the orientation of certain buildings must be considered; thus, to obtain the ideal lighting of the ward buildings, the wards should run approximately north-south, and the ideal condition for operating buildings is to have the operating rooms face approximately north.

In the war hospital, especially in one near the front,

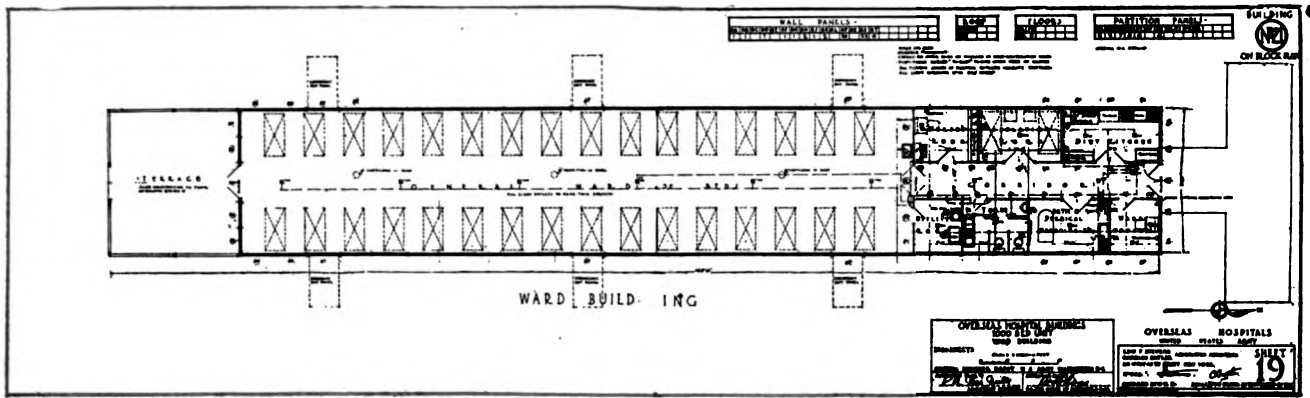


FIGURE 1

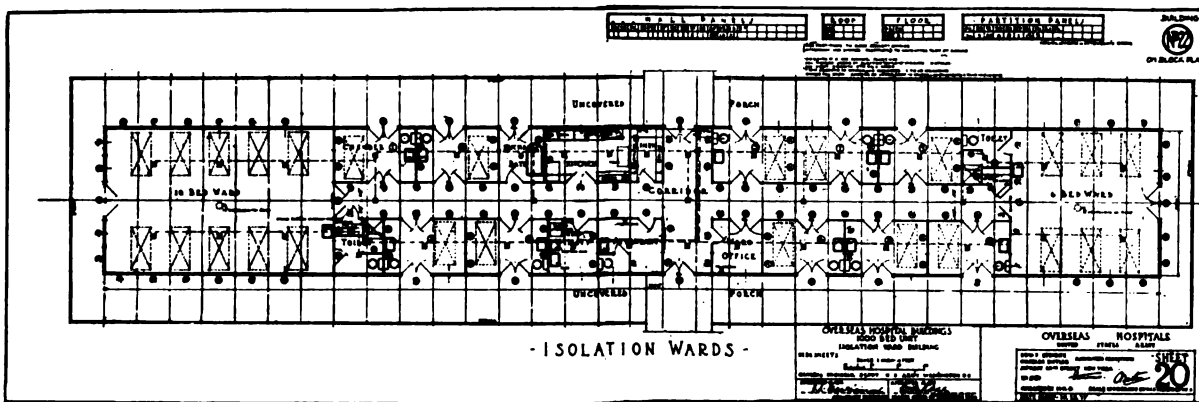


FIGURE 2

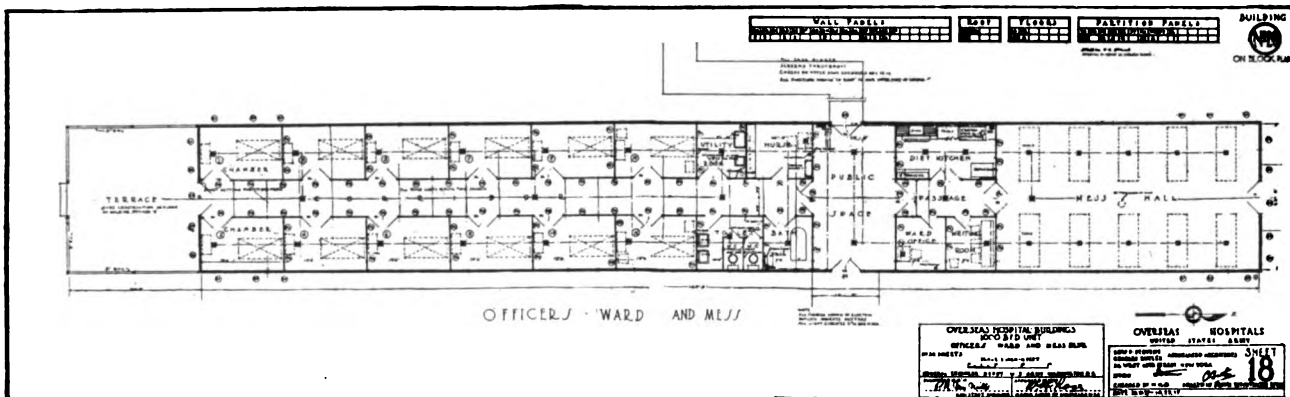


FIGURE 3

ample facilities must be provided for the reception of the patients; thus, the receiving building, approached through the ambulance court, will accommodate a large number of stretchers at one time and will allow for proper segregation and classification of the patients, the taking of the histories, etc. The bathing room adjoining is provided with high slab tubs, with spray bath. In this bathing room the patients' clothes and effects are removed and tagged, and, after washing or fumigating, are deposited in properly indicated receptacles in the adjoining patients' effects building.

As practically all buildings are connected by enclosed glazed corridors, the patient can be taken by stretcher, or otherwise, to the operating building or to the ward, according to his condition.

The operating buildings, two in number, for the general operating service, consist of thoroughly equipped suites of rooms with every convenience of a modern operating unit in a surgical hospital. The rectangular building, made necessary by the type of construction adopted, does not interfere with the efficiency of the plan, except, perhaps, that there is a superabundance of corridor. The operating rooms are provided with abundant light, by means of both windows and skylights. Between the two main operating rooms is the sterilizing room, and sterile water is brought to the scrub-up sinks in each operating room. The scrub-up sinks, while they are simple enameled sinks, are provided with the most approved elbow-action scrub-up devices. Steam sterilizers and

blanket warmers, a complete X-ray suite, a plaster room, and general utility are all provided.

For the units placed near the front, two buildings would be needed, providing for ten operating tables. There is also space for an emergency third building or tent.

The walls of the operating rooms are rendered smooth by an additional surface of enameled canvas, while the floors are cement.

A separate operating and treatment building is provided for the ear, nose and throat; another for the eye, and another for the dental and laboratory work, each with operating room skylight.

The ward building (Fig. 1), of which there are thirty-two in each unit, is much the same as that adopted by the French and English armies. It consists of the ward of thirty-two beds and of a twenty-foot airing balcony at the south end. The ward itself is 22 feet wide, 102 feet long, and has twenty-four windows. These windows, occupying about twenty-eight per cent of the wall surface and opening from the top, with side wings to prevent draught, afford the maximum amount of light and air.

EMERGENCY EXITS PLANNED

In each ward there are six emergency exits. The side wall panels, hinged at bottom and opening out, form a ramp down which the beds can be run in case of fire or other cause for quick exit. The walls, floors, and roofing being double, with air space between outer and inner sheathing, these ward buildings are comfortable in both winter and summer.

The utilities consist of a linen room and nurses' office, a toilet room, bed pan sink room, a surgical dressing room, a small serving kitchen, a small office for the military attendant, and an isolation room for delirious or moribund patient.

In each group there are three isolation buildings (Fig. 2), for the care of communicable or contagious diseases. These provide for twenty-six patients each, and are planned on the most approved single-room system. The ten single or isolation rooms, as well as the ten and six-bed wards, are entered from the outside. Each room and ward is self-contained, having a water-closet and a sink with special elbow faucets, making it unnecessary for a patient to leave the room until he is discharged. Bed pans may thus be emptied in the rooms and not carried through halls. The service of food and attendance to the patient are from the inside corridor. Provision is made for linen, serving kitchen, utility room and discharge bath. The discharge bath is approached from the outside as well as from the inside.

For convenience in bathing, a portable "slab" bath, which can be wheeled into any room, is provided with water supply through hose and spray from the sink and with drainage through flexible rubber waste into the water-closet bowl. Thus the bathing can be easily accomplished by the attendant.

The two convalescent wards in each building have

a shower bath in addition to the water-closet and sink.

For the care of the psychopathic and neurologic patient, two buildings, called the neuro-psychiatric wards are provided. The more violent cases are confined in the portion set apart for them, consisting of isolation rooms, a day room, and a room with continuous-flow baths. This portion of the building is protected by wire guards to prevent the escape of patients. The milder cases of insanity are cared for in a different section of the building.

BATH TREATMENT INCLUDED

The building for the strictly neurological cases has special bath and medical treatment rooms, as well as wards, day room and rest rooms.

For the sick officers, two officers' ward buildings are provided (Fig. 3)—one with wards and semi-private rooms, and one with private rooms and officers' mess. The construction and finish are the same as that of the general wards.

For the convalescent patients, about fifty per cent of whom are ambulatory or walking patients, dining-rooms or mess halls are planned; also a central bath house. For recreation, the assembly hall or post exchange is provided.

The administration, utilities, and mechanical buildings occupy a central position of each group.

In the administration building are, of course, the offices for administration, and they are much the same as in a civilian hospital. Headquarters for the commanding officer, secretaries, matron, and pharmacist are provided, as well as postal and telegraph offices. It is purely an office building.

The commanding officer and chief surgeon are given a small house; the other officers are in a separate building. The female nurses have separate buildings, with single rooms for each nurse. Hospital barracks for housing the enlisted men are located near the mechanical plant.

The kitchen building, complete in itself, was studied with great care, and contains the bakery, the bread room, the main kitchen, and the store-rooms; also a complete ice plant for cooling refrigerators in this building and for the making of ice for the hospital. High pressure steam will be used largely for cooking and is obtained from a nearby boiler plant.

The dish washing is taken care of in a separate building, which is located between the kitchen and mess halls, serving as well for the housing of the food carts.

METHOD OF SERVING FOOD

The process of serving food is simple. The orderly, starting with his food car, first obtains his quota of hot dishes from the dish-washing room; then passes through the closed corridors to the kitchen, where the required bread is obtained from the bakers; next to the hot table for the hot food; then for the cold dishes and dessert, and so through a closed corridor

(Continued on page 48)

Minimum Standards of Efficiency Are Defined

College of Surgeons Says Proper Case Records, Efficient Laboratories and Ban on Fee Splitting Come First

The American College of Surgeons, which is working for the standardization of hospitals, has defined the standards which will be used in the classification of hospitals. A questionnaire covering the work of the institutions was sent out some time ago, and a large number of hospitals have sent in complete reports.

The three principal factors in the minimum standards are stated as follows:

That the hospital keep in a systematic manner case records of its patients, together with a convenient summary of each case; and that it utilize these records in analyses of its medical and surgical efficiency.

That the hospital provide either directly or indirectly the laboratory facilities which in the science of medicine are essential in the diagnoses and treatment of patients admitted for care under normal conditions.

That the hospital trustees or governing authority in co-operation with the staff take action definitely to prohibit from all services of the hospital the practice of division of fees.

RECORDS ANSWER QUESTIONS

In discussing these requirements, the College says that case records, when properly kept, provide straightforward and truthful answers to these questions: What was the matter with the patient? What did the doctor do for him? What was the result? In Bulletin No. 1, revised February, 1918, the College has issued a set of case record forms which will be supplied to hospitals on request.

Discussion of laboratory facilities does not go into details, because, the College says, of the wide discrepancy in the range of diseases and illness treated by hospitals, which makes it impracticable to stipulate minimum laboratory facilities. Efficient laboratory service is emphasized rather than details of the equipment.

"While for economic reasons and expediency it is usually advisable that the clinical laboratories be owned and operated by the hospital," it is stated, "neither ownership nor control of the laboratory is essential. In many instances state, county, municipal or private laboratories supplement to advantage the laboratory facilities of the hospital."

CONSEQUENCES OF FEE SPLITTING

While fee splitting may not appear to be directly related to hospital service, the connection is established in the following:

"The consequences of the division of fees are first, incompetent medical and surgical service; second, unnecessary surgical operations, and third, the deadening of scientific incentive in the profession and the lowering of the whole profession of medicine into dishonesty.

The fact is unchallenged that no intelligent community would tolerate this practice in its midst if the community were aware of the practice and its significance."

The hospitals are asked individually to go on record, with their staffs, as prohibiting the practice.

Other important factors, not taken up in connection with the minimum standards at this time, are declared to be of great significance and worthy of consideration. Some of these phases of the general problem of standardization are the training of interns, the training of nurses, obstetrics, pediatrics and cross infections.

Standardization The Theme

Catholic Hospital Association Announces Plans for Its Convention in Chicago

"The Standardization of Hospitals and the Hospital's Work in Relation to the Present World War" is the subject of the third annual convention of the Catholic Hospital Association, which will be held in Chicago June 18-20. The meetings will be held in the hall of St. Francis Xavier's Academy, 4928 Cottage Grove Avenue.

In addition to papers on the principal theme by leading hospital authorities, there will be conferences of the executives and department heads of the Catholic institutions, including mother superiors, chaplains, superintendents, training school teachers, operating room nurses, anesthetists, laboratory workers, dietitians, supervisors of records and others. There will be no commercial exhibit.

In the announcement regarding the convention, signed by Rev. Charles B. Moulinier, S. J., president, and Dr. Bernard F. McGrath, secretary, the following statement is made:

The coming convention promises to be by far the most important in the history of the association. The needs that have been emphasized by the present war, and the great movement that is now being carried on by the American College of Surgeons for the standardization of all hospitals, should cause the Catholic hospitals of the United States and Canada to assemble at the 1918 convention in such numbers as to ensure an epoch-making event.

Already about one-third the Catholic hospitals of the country have become members of the association in good standing for the year 1917-1918. The remaining hospitals are earnestly urged to join the organization on or before the date of the convention. Such an active interest will manifest to the country our true spirit in behalf of scientific medical progress.

The general medical board of the Council of National Defense has called attention to the desirability of conserving sugar, glycerin and alcohol used for pharmaceutical purposes.

How to Arrange the Dietetics Laboratory

Choice of Cooking Utensils and Equipment of Students' Desks Deserve Study by the Instructor

By Elizabeth Clausen, Red Cross Dietetics Instructor, Chicago.



HOW RED CROSS DIETETICS LABORATORY IS ARRANGED FOR INSTRUCTION

[EDITOR'S NOTE: Hospital dietitians who are handling class instruction will be interested in the following discussion of the equipment of a dietetics laboratory in Chicago under the auspices of the Red Cross.]

The demand for instruction in dietetics has become so universal that the American Red Cross of Chicago has found it necessary to equip a modern dietetics laboratory, in which the people may learn the correct methods of selection and preparation of food.

The points thought of in connection with the equipment of this laboratory may be of value in the selection of equipment for other dietetics laboratories.

First of all, we selected equipment which would enable the pupils to do their work with convenience and without loss of time. This means that we have a cooking room sufficiently large for the class; stoves, sink, refrigerator, cupboards and tables so placed that steps are saved and crowding avoided; and a sufficient number of utensils that are light, durable and convenient to handle.

HAS AMPLE AISLE SPACE

The room, 30 by 24 feet, is of good proportions and easy to arrange. It is equipped for sixteen pupils, but it could accommodate twenty without crowding. This room leaves space for cupboards to extend into the room, as well as ample aisle space.

The tables are arranged in such a way as to enable the teacher to see all the members of the class at work. The tables are parallel. This method is very convenient in classes of sixteen pupils, especially for the teacher, who can pass down easily between the tables.

The tables in the Red Cross dietetics laboratory are made of oak, and accommodate two students. At each end of the table there is a small drawer which is used

for individual equipment, and, in the center, a larger one used for the equipment that the two students use in common. There is a wooden seat for each student attached to the side of the table with an iron bracket. The bracket is hinged to swing sideways, and can easily be pushed under the table when not in use.

The table tops are a composition of magnesium enamel, which is heat and moisture proof, sufficiently elastic to eliminate the chipping of china or undue noise by contact. The surface of the top presents a pleasing light gray marble color, and is not only attractive in appearance but sanitary in every respect.

Between the table tops and the drawers are two meat boards and two bread boards, which can be taken out easily and used on the top of the table. Just below the table top, on the back of the table, there are individual towel racks, enabling each student to have her own particular towels and dish cloths.

The tables are equipped with an unbreakable stove, absolutely sanitary, entirely free from cracks, pits, holes and corners. Grease or syrups that are poured onto these tops through the grates can be scoured off in much less time than formerly consumed on the old-type perforated, cast iron tops. There is ample shelf room to hold hot cooking utensils, and all legs and piping between the stove and table top are eliminated, leaving a free open space.

DESCRIPTION OF STOVE

A large gas stove is also in the laboratory. The burners have drilled holes, and the burners and tops are so arranged that they can easily be kept free from dirt. Splasher back and side, burner tray and broiler pan are white porcelain enamel. A small shelf above

the cooking surface and oven top provides space for warming dishes. The stove has an elevated oven which will hold about six one-pound loaves on the upper rack and six on the lower rack. The meat oven will accommodate steak or roast.

Great pains were taken in choosing the refrigerator. The features looked for were: a well constructed refrigerator that would register from 40 to 50 degrees: one with an enamel lining and removable shelves, so that it could be thoroughly cleansed; and one with the ice-chamber on the side, as this type is far more satisfactory than the one with the ice-chamber above. The drain pipe is connected with the plumbing.

A well designed kitchen cabinet adds much to the convenience of the laboratory. The closed cupboard with glass doors the whole length, and with glass doors above, cupboards and drawers below, is very convenient. This type of cupboard permits the students to find the utensils and dishes readily, and enables the teacher to see that they are left in an orderly condition and lessens the work of keeping them clean.

UTENSILS EASY TO HANDLE

The utensils are simple in construction, easy to handle and keep clean. A good grade of tin, the XXXX variety, is used for cake and pie pans, heavy tin or Russian iron for bread and cooky-pans, iron for frying pans and heavy iron kettles and roasters for deep fat frying and roasting meats. The saucepans, double-boilers, kettles and Berlin pans are of a good grade of enamelware. They are made of one piece of metal with rounded sides, no seams, and corners smooth of surface and wide enough to permit easy access to every part, and thus are very easy to keep clean. The utensils fit the burners. This is of importance, for if the flame spreads beyond the edge of the utensil, the heat is wasted. If the flame strikes only one point, there is danger of scorching the food and the utensil at that point, and does not permit even cooking.

Earthenware is used for bowls and jars, and the heavier kind for certain cooking processes, as in making pop-overs, puddings and casserole dishes. We find that glass jars, large and small, with close-fitting covers, and carefully labeled, to be the best receptacles for holding supplies, such as spices, gelatine, cocoa, sugar, flour and so forth. They can be kept clean easily and one can readily see when the supplies in them are low.

It cannot be said too emphatically that there must be adequate equipment for the purpose of measuring accurately. The dietetics equipment, therefore, includes standard measuring cups of tin and glass, and a weighing scale. It is equally necessary to cook and bake at correct temperatures as it is to have accurate measurements, and, for that reason, there is an oven and a pasteurizing thermometer in the laboratory equipment.

If there is no hospital superintendents' association in your town, start one.

Takes Hospital Census

Medical Section, Council of National Defense, Collates Full Information

Dr. Franklin Martin, member of the advisory commission and chairman of the general medical board of the Council of National Defense, authorizes the following:

Information regarding the hospitals of the United States, in process of compilation since 1916, is now collated and indexed in the medical section of the Council of National Defense. A central bureau of information concerning the hospital facilities of the country, under war conditions, is thus provided. The data will be kept up to date from month to month. This bureau has not only the details of active hospitals but is also gathering full data concerning other institutions, which include sanatoria, infirmaries, homes, asylums, and dispensaries.

What each hospital has contributed in the way of medical men and interns for war service has been entered on the cards. The number of nurses who have volunteered and those remaining, the possibilities of expansion for war service, and the results of personal inspection by State boards will constitute valuable active working data.

Summer School for Technicians

Marquette Medical School, Milwaukee, Wis., has announced a summer school for laboratory technicians. The term begins June 10 and ends September 7. It has been lengthened to three months, in order to make it possible for young women to be of immediate service by fitting themselves to take laboratory positions in cantonments and Government hospitals. The courses include pathology, X-rays, dietetics, hospital records and special lectures. It is announced that the object of conducting the school is to aid in the standardization of hospitals and medical work in general, by supplying useful technicians. Dr. B. F. McGrath is director of the school.

Preventing Food Waste

It is reported that soldiers who are convalescing in the base hospital at Camp Zachary Taylor, Louisville, are encouraged in food conservation by the medical officers, who tell them the importance of not taking more food on their plates than they can eat. As a result, nothing is left. Scraps of bread are conspicuous by their absence, and only the inedible parts of meat remain. Unconsumed food left in the dishes is served out again.

Choosing a Name

An interesting method of choosing a name for a new hospital has been adopted by the Kewanee, Ill., Public Hospital Association, which raised funds for a building more than a year ago. The public has been invited to send in suggestions for a name, and these are being published in the daily papers. The choice is to be made by Miss Mattie Currier, president of the association.

THE HOSPITAL ROUND TABLE

Dressing Tray Versus Cart

A Chicago hospital has substituted the use of trays for dressings instead of the cart which was formerly employed. In addition to making for greater convenience and ease of handling, economy on the part of the surgeon is encouraged, as the quantity of supplies on the tray is not so great as to suggest recklessness in use.

The tray, however, contains everything needful, including the following: a small package of gauze sponges, sterile towel, sterile pad, bottles of iodine, silver nitrate and alcohol, dusting powder, a pair of sterile forceps, scissors and probe.

There are two dressing rooms, one for clean and the other for pus cases. A senior nurse is in charge of each. Dressings are charged for extra in this hospital, and the nurse sends to the office each day a memorandum showing the number and character of dressings, and the kind and quantity of materials used. The superintendent or superintendent of nurses then indicates the charges.

Recording Hospital Property

A hospital which has found inventories of its property desirable is using a plan with reference to permanent items of equipment that may be found useful elsewhere.

On one set of cards is itemized the equipment, which is listed alphabetically. The cost and "present value" of the equipment are shown on the card, and the index represents all of the equipment in the hospital, so that the amount and value of any particular item on hand at any time, such as beds, can be seen at a glance.

Another set of cards shows the location of the equipment in the various rooms. This enables the superintendent to see just what disposition has been made of the property without having to leave his office. It is often desirable to find out promptly just where certain items have been placed.

A third set consists of an inventory of the property in each room. A complete list of all of the furniture and other equipment, together with its value, is given, so that in case of inquiry or complaint, the equipment of any room may be compared with that of others.

While it takes a little work to establish a record system of this kind, it does not require much to maintain it, and it undoubtedly proves convenient, especially in a rather sizable hospital.

Storage Space Important

The one item that is likely to be neglected in designing a hospital, according to superintendents who have had to operate buildings with the design of which they had nothing to do, is storage space.

The average architect seems not to realize that in a

hospital it is important to carry many things in storage; and that provision should be made not only for coal, food products, soaps and cleaning materials and other general supplies, but for linens, equipment of various kinds not always in actual use, and everything else needed for the hospital.

One successful superintendent is compelled to struggle along at present with a boiler-room that is so small that but one day's supply of coal can be carried, while his kitchen has practically no facilities for the storage of surplus supplies. In bad weather, when coal dealers are not able to deliver as regularly as ordinarily, the lack of room in which to carry a stock proves a big handicap, while the matter of cramped quarters for the kitchen and its storage rooms is likewise inconvenient and not infrequently costly.

Every hospital building now going up ought to be given special attention with reference to storage space. It may seem like wasting room to devote too much area for this purpose, but when it comes to operating the building, it will be found to be one of the most valuable items in the whole plan.

Knitted Sponge for Operating Room

A superintendent who had been studying the matter of sponges for the operating room decided that in view of the scarcity and high price of gauze, it would be a good plan to find a substitute. Consideration of the possibilities of the situation led to the adoption of a knitted sponge, which can be washed out and used over again a great many times. The idea has been adopted by other hospitals in the same city, and in view of the saving which is accomplished in this way, it seems worthy of being taken up by others.

Cross Index Morbidity Records

The hospital which keeps its morbidity records in good shape is able to compile statistics which have real value, and at the same time to make its files worth something to the members of its staff, who appreciate complete and carefully maintained records of this kind.

A leading institution in the West is now making a feature of its plan of cross indexing the case histories to show the principal disease or operation and any complications that developed in connection with the case. Thus, in the event of complications, there are three cards, one under the patient's name, giving the complete case history, one showing the history as recorded under the proper nomenclature and the third having reference to the complications.

Such a record takes work, of course, but it is worth while.

A general scarcity of cotton blankets is reported by jobbers, who state, however, that good lines are still obtainable in some markets.

"Who's Who" in Hospitals

Personal Notes of Men and Women
Who Are Making the Wheels Go 'Round



DR. E. R. CREW,
Superintendent Miami Valley Hospital, Dayton, O., and
Secretary Ohio Hospital Association

Arranging a convention, like running a newspaper or magazine, looks exceedingly simple—after the fact is accomplished. But actually doing it is another matter. Dr. Crew, in spite of the fact that but a very short time was available in which to plan the convention of the Ohio Hospital Association, of which he is secretary, on account of a change in both time and place, has prepared a program replete with interest and value for every hospital superintendent. Those who go to Columbus May 28-30 and participate in the convention will have to agree in saying, "Some secretary!"

Dr. S. S. Goldwater, superintendent of Mt. Sinai Hospital, New York, has resigned as chairman of the mayor's committee on hospital and medical facilities. He remains a member of the committee.

Miss Elsie A. Hughes has resigned the superintendency of the Herkimer, N. Y., Emergency Hospital, effective June 1.

Mrs. Lutie B. Larsen has resigned as superintendent of the Decorah, Ia., Hospital. She had been in charge since its opening three years ago.

Dr. L. S. B. Robinson, superintendent of the Nebraska State Tuberculosis Hospital at Kearney, has resigned, effective June 1.

The Walter Sanitarium, Wernersville, Pa., which

has been closed, has reopened, under the management of Mr. Edward W. Martin, of New York.

Miss Frances Berhart has been appointed superintendent of the Newark, O., City Hospital. She expects to increase the capacity of the training school.

Miss Mary Hudson has been named as superintendent of the Owensboro, Ky., City Hospital, succeeding Miss Gertrude Moore.

Mrs. Verda Chance has resigned as superintendent of the Hillsboro, Ill., Hospital, taking charge of a new institution at Pekin, Ill.

Miss Violet M. Jensen has been appointed superintendent and matron of the Blue Mound Sanitarium, Milwaukee, Wis. She is a graduate of Hahnemann Hospital, Chicago.

Following the resignation of Mr. Morris Harrison, superintendent of Hamot Hospital, Erie, Pa., Mr. C. S. Comstock was named as his successor. Mr. Harrison resigned to enter the welfare department of the Hammermill Paper Company at Erie.

Dr. E. W. Mitchell has resigned as superintendent of the Eastern Hospital for the Insane, Nashville, Tenn. Dr. Lee Smith has been appointed his successor.

Dr. E. O. Richardson has purchased the equipment of the Marion, O., General Hospital, and consolidated it with the Orchard Hospital, which he has been operating for some time.

Advances Hospital Rates

Macon Hospital Increases Rooms From \$3 to \$3.50 and Doubles Operating-Room Fee

In view of increased maintenance costs, Macon Hospital, Macon, Ga., of which Dr. C. D. Cleghorn is superintendent, has recently advanced its rates. Private rooms were advanced from \$3 to \$3.50 a day, while private rooms with preferred location and equipment were increased to \$5 and \$6 a day, the latter being the charge for rooms with bath.

The operating room fee, major, was increased from \$5 to \$10. The charge of \$5 for minor operations was allowed to remain. There was formerly no charge for use of the delivery room in obstetrical cases, but there is now an obstetric fee of \$10.

Ward rates of \$2 a day or \$12.50 a week were allowed to remain as before, with the old rate for semi-private wards of \$2.50 still in effect. Medicines and dressings of ordinary character are included in the charges.

There is a charge of \$1 a day for the board of graduate nurses, and the hospital charges \$3 a day for the services of special student nurses.

In connection with the advance, Dr. Cleghorn said that there was some mild complaint by the public, but in general no trouble was experienced in making the increased rates effective.

Hospital Management

Published in the Interest of Executives in Every Department of Hospital Work

Published on the fifteenth of every month by the
CRAIN PUBLISHING COMPANY

INCORPORATED

417 S. Dearborn Street, Chicago.

G. D. CRAIN, JR., Managing Editor.

SUBSCRIPTION PRICE : : : : \$2.00 PER YEAR

OFFICIAL PUBLICATION, OHIO HOSPITAL ASSOCIATION

New York Office: Boston Office:
621 Broadway, Old South Bldg.,
JAMES KRUEGER, Manager. A. W. RIDGOUT, Manager.
Cincinnati Office:
First National Bank Bldg.,
KENNETH C. CRAIN, Manager.

Vol. V.

May, 1918

No. 4

Hospital Convention Calendar

Ohio Hospital Association, Hotel Deshler, Columbus, May 28-30, 1918.

Catholic Hospital Association, Chicago, June 18-20, 1918.

American Association of Industrial Physicians and Surgeons, Hotel Sherman, Chicago, June 10, 1918.

American Hospital Association, Atlantic City, N. J., September 24-28, 1918.

American Dietetic Association, Atlantic City, N. J., September 24-28, 1918.

The Salesman And the Superintendent

Unusual conditions in practically all markets from which hospital supplies are drawn have justified the prominence given in this issue to discussions of purchasing methods. We are glad to be able to present a number of articles bearing on the proper methods of buying for the hospital, and we believe that some constructive suggestions have been made.

We have been struck, however, with emphasis laid upon one point in particular in practically all of these papers: that is, the importance of seeing and talking with salesmen. The latter are not always regarded as welcome visitors, and yet the superintendents whose ideas with regard to purchasing are presented in this number believe that they can be made valuable assistants from the purchasing standpoint.

The salesman, of necessity, becomes familiar not only with his own line, but with others; and he knows prices and qualities, and is in a position to give expert advice. The average salesman, especially if he is given a courteous reception, is glad to put information of this character at the disposal of the superintendent, and in this way he can often save the hospital buyer from making a serious mistake in the orders that he places.

Furthermore, market changes of importance occur frequently without much notice. The superintendent is not always advised in advance as to when they will occur. A salesman who gives him the information, and enables him to place his order on the most favorable terms, is certainly entitled to the thanks and appreciation of the hospital executive.

See the salesman, by all means. The chances are that he will prove worth while. If he does not, you can act accordingly thereafter. But in most instances you will find him a man worth knowing, whose knowledge of the supply field will be placed at your disposal, and whose co-operation may be counted upon by the superintendent.

Go to the Ohio Convention

HOSPITAL MANAGEMENT is advised that war-time problems will have the center of the stage at the Columbus convention of the Ohio Hospital Association, which will be held May 28-30, and promises to be one of the most profitable meetings of the year.

The talks will be along practical lines, and will give superintendents information such as they need especially at this time. Every hospital executive who can possibly get away should make a point of being at Columbus, and of participating in the discussions. Co-operation of this kind is bound to prove helpful.

Though no express invitation to superintendents outside of Ohio has been issued, HOSPITAL MANAGEMENT feels sure that those in charge of the convention will be glad to welcome hospital people from other states. Kentucky, West Virginia, Indiana and Pennsylvania institutions would find it well worth while to be represented at this meeting, because the sort of ideas that are going to be presented at the convention are the kind that you will want to jot down in your note-book for future reference and application.

Get to Columbus if you possibly can.

"Standardization" At Catholic Convention

The principal theme of the convention of the Catholic Hospital Association in Chicago in June, as indicated on another page, will be "Hospital Standardization." This is a timely subject, and the interest that Catholic institutions have shown in the movement which has been carried forward under the auspices of the American College of Surgeons is commendable.

The Rev. Charles B. Moulinier, S. J., is president of the association, and has been unusually active and energetic in putting his enthusiasm and eloquence back of the movement for standardization. At the first general conference of surgeons and hospital people in Chicago last October, the really masterly presentation of the possibilities of standardization by Father Moulinier was one of the high lights of the meeting.

The Catholic Hospital Association, by making this subject the central theme of the meeting, is showing its appreciation of the opportunities for improvement which standardization of service will mean, and is setting an example which other associations may well profit by in planning their work and discussions. Incidentally, this organization must be given the credit for taking hold of the proposition in a vigorous, positive and fearless manner. That way lies progress.

In this connection readers of HOSPITAL MANAGEMENT will be interested in the outline of minimum standards adopted by the American College of Surgeons, as presented in this issue. As already suggested in previous numbers, record-keeping and laboratory facilities are the important features emphasized as the basis for good service.

The Public Is Willing to Pay

The hospital superintendent who knows that service is costing more than ever before, and that the present schedule of charges is inadequate, probably says to himself, when he thinks of increasing them, that the public would not be willing to pay the advance.

It is true that increased burdens are never welcomed with enthusiasm; yet it is also true that in this case an advance would be accepted with hardly a ripple of dissatisfaction. The chances are that the doctors would be about the only ones to protest—and those who did so might be influenced to some extent at least by selfish motives.

The public is amply prepared for increased hospital charges. People know that labor, food and surgical supplies cost more. They know that the hospital is operating under greatly increased expenses, and that it is logical that these should be expressed in terms of higher rates. There is no reason why they should not be put into effect.

This situation, it seems to us, offers an opportunity for real co-operation among hospitals in each community. A joint announcement, signed by all of the hospitals, describing the situation and naming a date upon which advanced rates would become effective, would put the matter before the public in an impressive way, would avoid the possibility of any hospital taking an unfair advantage because of the change, and would mean that the increases would be absorbed by the public with a minimum of trouble and friction.

Nursing Service for Female Employees

One of the most striking industrial developments of the war has been the use of women labor in many lines where it was not thought previously that they could be used to advantage. Girls and women are now being employed in large number in wood-working and metal-working plants, as well as others, and the general report is that they have come to stay.

Because of the peculiarities of women, physically, as compared with men, it is much more necessary that they have the protection afforded by proper medical supervision than that this invariably be provided for men, desirable as that is. And nursing service, especially, is likely to be a boon not only for the employee, but for the employer.

Many a girl who becomes sick and who ordinarily would go home until she recovered can be given simple treatment by the nurse at the plant; if she can lie down for an hour or two in the rest room, which should be a concomitant of the nursing service, she will probably be able to return to work with only a fraction of the day lost to herself and her employer.

At the Second Industrial Safety Congress in Syracuse, N. Y., last September, Richard B. Gregg, industrial counselor, of Boston, called attention to this situation when he said, "Women workers may be injured physically by accidents, overfatigue, too strong a stimulus to work, under-pay and in some industries by occupational diseases. Because of the difference between men and women, a woman may strain herself working at a heavy loom or lifting weights which would not harm a man. Some machines may have to be more carefully guarded; special devices may be needful to avoid special industrial poisoning or disease. You have girls fainting in situations that men would stand. They may not be so inclined to drink, but they are more apt to get sick."

All of these things mean that the employer who is adding a large number of girls and women to his payroll ought to give more attention to medical supervision; to nursing service; to the equipment of a rest room or ward where they may recuperate from slight illnesses, as well as be given attention in case of accident. In short, service of this kind can be made to pay bigger dividends now than ever before.

Notes and Comment

Four women were among the ninety-seven who qualified in the examination for interns for Cook County Hospital, Chicago. Appointments are made by the civil service commission.

Sea View Hospital on Staten Island and the Otisville Sanitarium, New York municipal hospitals, have been taken over by the Government for the period of the war for the use of wounded soldiers.

Forty-eight women have been sent to France by the American Red Cross to serve as nurses' aids. They are volunteers, and more than half of them have paid their own expenses. The aids have a preliminary course in elementary hygiene and home care of the sick, followed by not less than 72 hours in an approved hospital.

The United States Employees' Compensation Commission is making arrangements with local hospitals in cities where there are no Government institutions for handling cases which are eligible for compensation under the Federal law.

INDUSTRIAL DEPARTMENT

Separate Clinics for Clean and Infected Cases

Youngstown Sheet & Tube Company Has Two Surgeons and Eight Nurses for 14,000 Men—All Contusions Skiagraphed

By Royal B. Dobbins, M. D., Acting Chief Surgeon, Youngstown Sheet & Tube Company, Youngstown, O.

Four years ago the Youngstown Sheet & Tube Company re-established its medical department on an entirely new basis. Previous to that time the accident work had been taken care of by part-time surgeons. The new organization was placed under the direction of a full-time surgeon and an assistant.

In addition to these we employ eight graduate nurses. One of these nurses acts as supervisor and

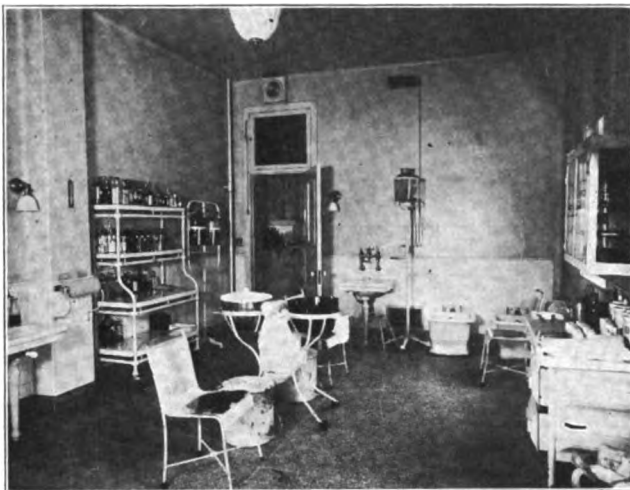
waiting room adjoining, sterilizing room, operating room, X-ray room, ward, and offices of the surgeon and claim agent.

The second floor contains two apartments, one of which is used by two resident physicians, while the other is a rest and dressing room for the nurses. The Welfare Department and filing room for the accident records are also located on the second floor. The hospital is so constructed that men entering for examination, for treatment, or for interviews with any of the departments, use separate entrances, thus enabling us to handle a great number of men without confusion.

APPLICANTS ARE EXAMINED

In addition to taking care of accident cases, we make a physical inspection of all applicants for work, in order to protect our working forces from communicable diseases, and to ascertain the kind of work the man is physically capable of performing.

A slight knowledge of the character of our industry should be had properly to present the character of the work the hospital is called upon to perform. We employ about 14,000 men, engage in the work of mak-



DRESSING ROOM IN YOUNGSTOWN PLANT HOSPITAL

has charge of the instruments, drugs and supplies connected with the dispensary, as well as the supervision of the other nurses. A second nurse is retained, in order to permit each of the dispensary nurses to be relieved one day a week. We also employ the services of a male nurse in the capacity of a masseur, which permits of proper massage being given all cases of fracture, sprained backs and the like. This male nurse has one additional duty. We have placed him in charge of a small hospital located in our camps, where we house about four hundred men. From this camp hospital he supervises the general sanitation of the camps under the direction of the chief surgeon.

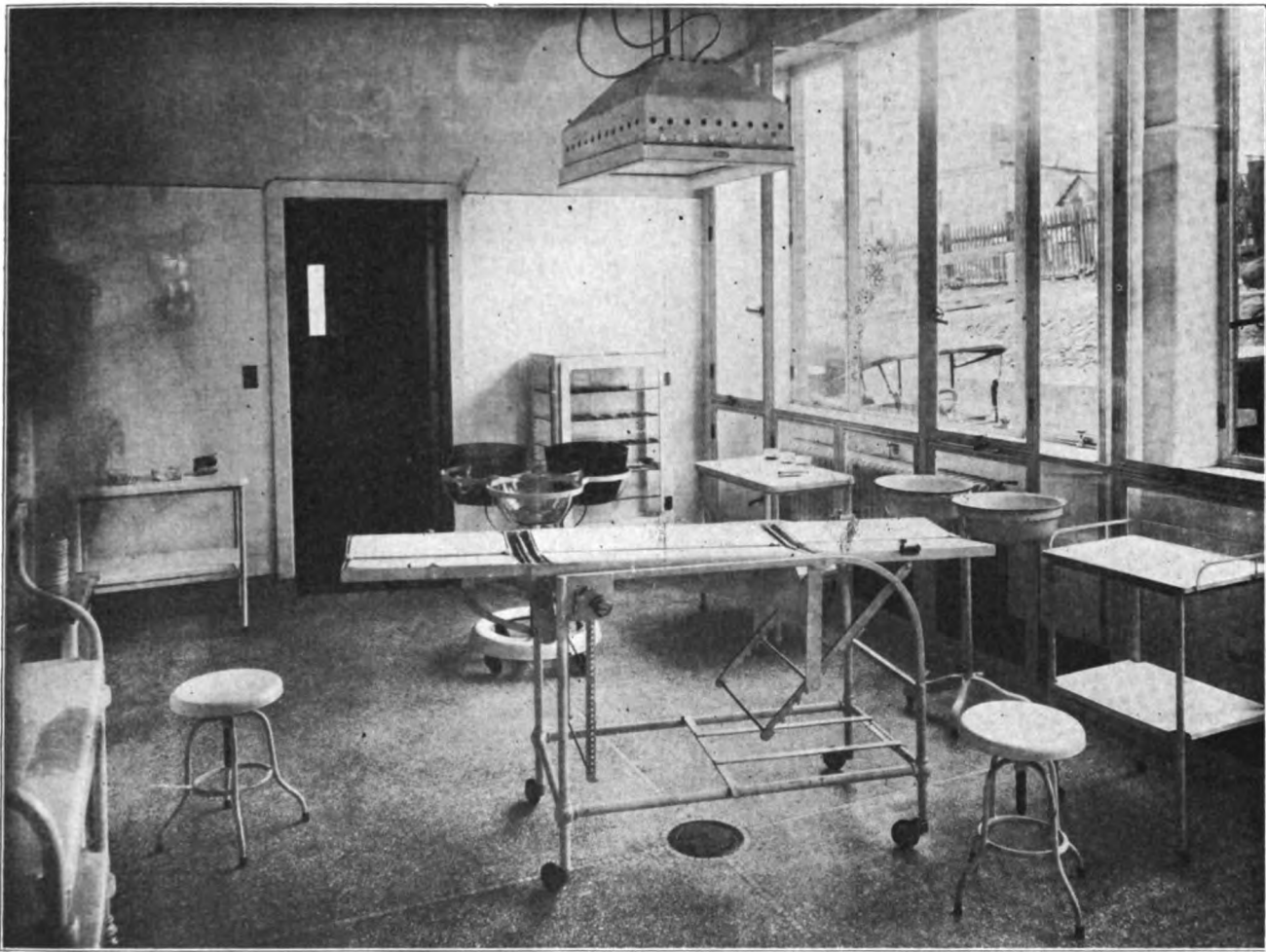
Previously our hospital facilities consisted of one centrally located hospital, with two sub-stations, which were located at the extreme ends of the plant. Two years ago a two-story brick emergency hospital was erected just outside of the main entrance of the works. This hospital has a basement, which is given over to the examining department and the Relief Association. On the main floor we have a dispensary, with



REST ROOM FOR NURSES

ing iron and steel and many of their finished products. Under such conditions we meet with all the difficulties involved where men are doing heavy work and the different problems presented to railroads, since such a plant is a veritable network of tracks.

In addition, much of the work is associated with hot metals, and consequently presents the problem of the



OPERATING ROOM IS COMPLETELY EQUIPPED FOR ASEPTIC SURGERY

effects of high heats. Manifestly, more different types and calibers of men are required for this work than in other forms of industry. The types of cases we are called upon to take care of vary from trivial minor injuries, such as abrasions, punctures, foreign bodies in the eyes and the like, to the more extensive traumatic accidents.

After some years of intensive education by our safety organization, we have succeeded in having the larger portion of the cuts, punctures and other minor injuries report at once to our hospital for treatment, by this means eliminating a considerable number of infections.

When a man is injured while at work he immediately reports to his foreman, or if unable to do so some of his associates promptly inform the foreman, who issues a hospital pass. If he is able to walk he is sent to the hospital at once. If a conveyance is necessary, the hospital dispensary is notified immediately, and either a Ford or an ambulance, both of which are kept for this specific purpose, is sent to bring him to the hospital. All injuries of sufficient magnitude to necessitate bed care are taken to the Youngstown City Hospital and there placed under the care of the chief surgeon of the plant.

The minor injury cases brought to the dispensary are cared for by one of the nurses. In case of a sus-

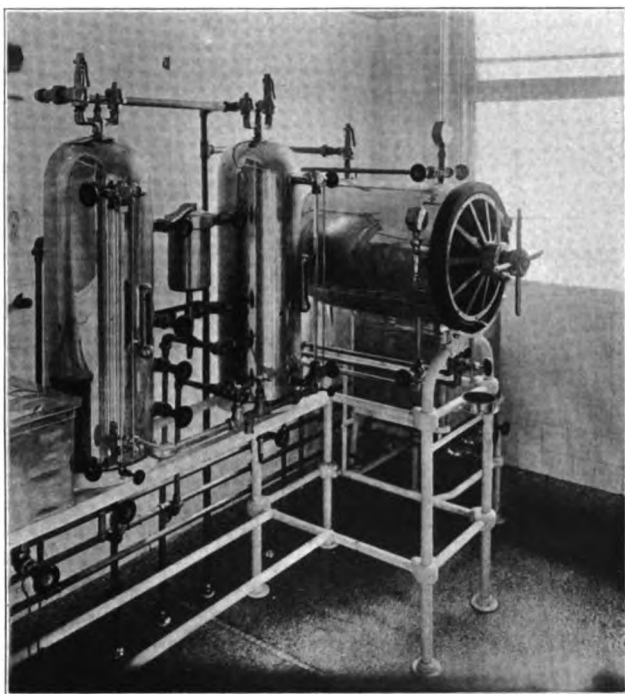
pected fracture or any injuries other than those of a minor character, one of the resident physicians or attending surgeons is called.

HANDLE INFECTIONS SEPARATELY

Each morning at 9 o'clock we have a clinic of all accident cases that have been laid off because of their injuries. This is always supervised by one of the doctors. In the afternoon at 1 o'clock we have a second clinic, when all infected cases report for treatment. This clinic is of comparatively small size, but it enables us to separate completely our clean from our infected cases.

We have established two rules in connection with our accident work which have proved of very great benefit. One of them is that a patient having a foreign body in the eye which cannot be removed by a cotton swab wet with a boric acid solution is to be sent at once to an eye specialist, who is employed for that specific purpose. This has prevented the development of corneal ulcers, which were altogether too common when the nurses were permitted to use eye spuds or other instruments.

The other rule is that all severe contusions are to be skiagraphed. This latter has permitted us to find many otherwise unsuspected fractures and has more than repaid us for the cost of installing a very complete



STERILIZER ROOM HAS MODERN EQUIPMENT

X-ray outfit. Our X-ray apparatus is so arranged that it permits the reduction of fracture with the aid of the fluoroscope. This enables a much more accurate approximation of the fragments in the fractures.

In the physical inspection department we undertake to weed out from among our applicants for work all men suffering from communicable or infectious diseases. A working man has a right to be protected from syphilis, tuberculosis and other infectious and contagious diseases. Also it is not fair to ask a man with heart disease to compete for his living with one of a sound heart, and we make an effort to place him at work where this condition will not be a handicap.

In this department we employ physicians who have become familiar with the character of work done in the various departments of the plant, and so are better fitted to estimate the relationship between physique and employment. Each person who is examined is required to remove all his clothing. Our examining room is so arranged that each man has a private room in which to undress and dress. The time consumed in each case varies from ten minutes to such time as may be necessary for the more difficult examination.

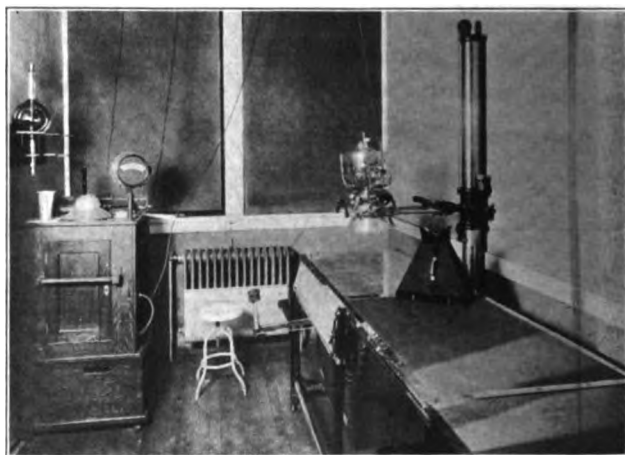
In any suspected pathological conditions of the heart, the blood pressure is taken, in order to establish some just estimation as to the degree of cardiac compensation. In all men over forty the blood pressure is taken and an examination of urine made. The laboratory we maintain in connection with the examining department is equipped for the examination of sputum and urine.

For work requiring comparatively close eye work an estimation of the degree of vision is obtained by the Snellen chart. Should any defect be noted, the man is

advised to consult an eye specialist in order to have his eyes refracted and proper glasses adjusted. If the proper degree of correction can be obtained, he is given the position for which he is applying, upon receipt of his glasses. Other defects which are brought out at the time of examination and permit of correction are similarly handled.

Men who become ill while working, but not to a degree to incapacitate them from work, are taken care of by the resident physician. When they must necessarily leave their work for a time, they are recommended to apply to their family physician for treatment. When our employees require care other than that of a physician, our visiting nurses attempt to perform it.

The Welfare Department is composed of three graduate nurses and a secretary. Their work is a joint work of social service and visiting nursing. Such sick cases as they take care of are referred to them by family physicians. In cases of tuberculosis or similar diseases where sanitarium treatment is needful, they make all necessary arrangements. Other visits than medical are frequently requested by relatives or authorities in the community. Under such conditions the nurses are instructed to do whatever is necessary, be it social service or nursing, regardless of the immediate reason for which the nurse is called into the home. The task is not considered complete until they have



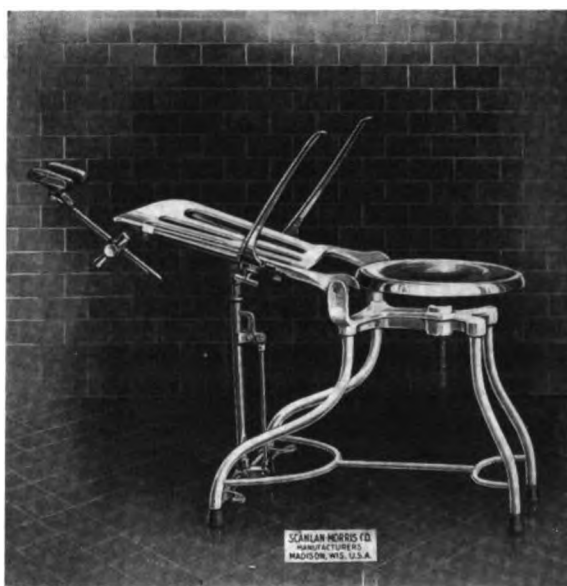
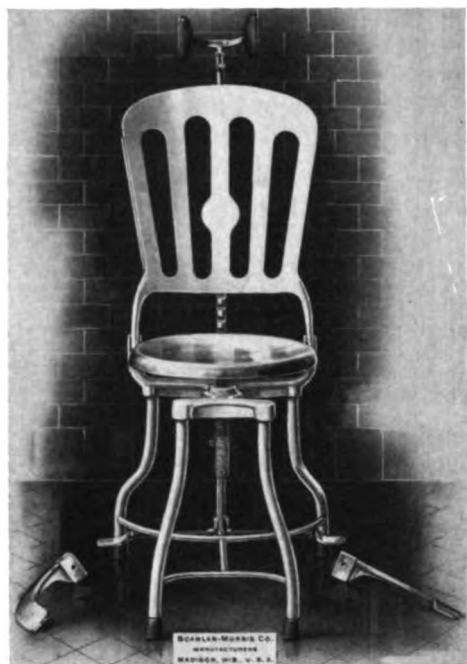
SKIAGRAPHS ARE MADE FOLLOWING ALL CONTUSIONS

given instruction in home care and hygiene and, not infrequently, family costs.

It is not the purpose of the Welfare Department to give remedial relief except in cases of emergency. Cases requiring charity are referred to those organizations created for that purpose. Our nurses work in the fullest co-operation with all the local relief-giving agencies, and their aim is to teach the people who are unable to take care of themselves to get in touch with such agencies.

This department assisted in the organization of Americanization schools in East Youngstown, which have grown very rapidly. About a year ago our nurses

"WHITE LINE" SPECIALIST'S CHAIR



SPECIALIST'S CHAIR

"In the First Aid Room of many industrial plants, the 'White Line' specialist's chair is proving a source of great convenience to the physician and nurse."

Chair body and frame are of malleable and wrought iron finished in enamel, hand rubbed and baked. The seat, arm rests, head rest and trimmings are finished in nickel plate.

The back of the chair is adjustable to any angle, adjustment being obtained automatically by means of a foot pedal.

The round chair seat (revolving) is adjustable in height from 18 to 25 inches.

The head-rest can be adjusted instantly as desired.

The arm rests, removable, can be adjusted up or down to suit the convenience of the patient.

A1240—"White Line" Specialist's Chair, finished in white enamel, with nickel plated seat and trimmings..\$35.00

SCANLAN-MORRIS COMPANY

MANUFACTURERS OF "THE WHITE LINE" HOSPITAL FURNITURE AND STERILIZING APPARATUS

MADISON, WISCONSIN, U. S. A.

Chicago Office: 1503 Garland Bldg.



In What Form Do You Use Iodine ?

Industrial Hospitals, Physicians and Surgeons in general practice are getting splendid results with

IOCAMFEN

Iocamfen is extensively used in Military Surgery in the management of deep, jagged, soiled and infected wounds, as well as by numbers of surgeons in charge of workers in large industrial institutions, railroads, mines, stores, etc.

Iocamfen is an interaction product of Iodine, Camphor and Phenol. Contains about 7½% free Iodine, held in perfect solution without the aid of alkaline iodides, alcohol, or other solvent. Has greater stability and higher antiseptic action than Tincture of Iodine with better adhesion, greater penetration and healing qualities.

Camlofen Ointment (formerly called Iocamfen Ointment) is prepared with IOCAMFEN and used where additional emollient action is desired.

Both products accepted by the Council on Pharmacy and Chemistry, American Medical Association.

Information and Literature from

Schering & Glatz, Inc.
150-152 Maiden Lane New York

If Your Linens

are from the "House of Baker Linens" you can be sure of economical and lasting service.

They are made particularly to withstand the severe test of hospital wear and will return from repeated launderings as good as new.

Proof of their quality is the fact that many of the larger hospitals are equipped throughout with them.

Before ordering new supplies, either to fill in or a complete new outfit, get our samples and prices.

H. W. Baker Linen Co.

41 Worth St. : : : New York City
752 S. Los Angeles St., Los Angeles, Cal.
453 Washington St. : : Boston, Mass.

aided the school authorities in the village of East Youngstown to examine all the school children. As a result some 1,000 defects were found in the 1,100 children examined. Many of the recommendations made to parents were followed, and as a result many of the defects have been remedied.

One of the necessities shown by this examination was the need of bathing facilities, and as a result a room was equipped in the basement of the hospital as a bathing room, and a volunteer bathing class instituted, which, in the course of a week or so, numbered some sixty-five attendants. The class has grown to such proportions that it is no longer possible to take care of them in the limited space available in the hospital, so separate quarters in another building are now being provided.

This department, with the aid of the Youngstown Boy Scouts, organized a local chapter, which now has a membership of about forty boys. They meet regularly and conduct themselves according to the rules of Boy Scouts. They also organized a league known as the "Golden Rule Club" which is composed of girls, who are taught first aid, sanitation and hygiene, care of children and some of the domestic arts.

The primary reason for the establishment of this club was an endeavor to teach the people of the village the proper care of children and babies, since the most thorough education to the people can be given through the children. We now contemplate organizing a mothers' class, since we have established our acquaintance with them through the children.

The visiting nurses conduct an eye clinic under the direction of our eye specialist, to take care of the trachoma cases, which occasionally make their appearance among the foreign population.

During February, 1918, our nurses made two hundred and two visits to the homes and took care of 646 cases in the office, and in addition, treated five trachoma cases under the direction of our eye specialist.

The Relief Association, which has its headquarters in the hospital, has a membership of some 9,000 men, and provides weekly relief in case of accident, sickness or death. This association is of a mutual character and is in no way supported by the company. During 1917 there were about 2,000 claims paid.

Next to the dispensary waiting room is located the claim agent's office. This has been purposely placed here in order to assist in the adjustment of claims arising from injuries sustained in the plant.

The aim of our entire hospital organization in its various branches of the different departments is to eliminate waste and loss of time caused by sickness and accident. The hospital has been so equipped with various appliances to render the best service in order to return a man to work after injury in the shortest possible time. The Welfare Department attempts to instruct in the homes the proper care of sickness and to give them the fundamental principle of sanitation and hygiene, again attempting to eliminate loss of time and waste.

Short Cuts and Time Savers

Dietitians and nurses are much interested in the *whipped* desserts that have been brought to their attention recently.

Jell-O is whipped exactly as cream is whipped, and the Strawberry Bavarian Cream pictured here is an example of the *fussless* Bavarian Cream made of whipped Jell-O. The pineapple form is even simpler than the strawberry. Both are fine, and recipes for both are given here.



Bavarian Creams

Strawberry—Chop or cut fine with a knife a half box of strawberries, sprinkle with a half cup of sugar and stand in a colander to drain. Dissolve a package of Strawberry Jell-O in a half pint of boiling water. When cool, measure strawberry juice and add enough cold water to make a half pint and turn into dissolved Jell-O. Whip until thickness of whipped cream, then fold in the cut strawberries, and add one cup of whipped cream if you care to do so at the increased cost. Serve in sherbet glasses. Garnish with fresh berries.

Pineapple—Dissolve a package of Lemon Jell-O in a half pint of boiling water and add a half pint of juice from a can of pineapple. When a cold liquid whip and add half a cup of shredded or chopped pineapple.

Whipped cream and sugar may be added to these Bavarian Creams if you wish, but neither is necessary.

If you have never whipped Jell-O you will be surprised when you do whip it to discover that you have been missing short cuts, time savers and satisfactory results in making up your desserts.

There are six pure fruit Jell-O flavors: Strawberry, Raspberry, Lemon, Orange, Cherry, Chocolate.



The price is 10 cents.

The 1918 Jell-O Book tells about the latest things in Jell-O desserts and salads. It is a beautiful book, full of good things, and will be sent free to any nurse or dietitian who will send us her name and address.

THE GENESEE PURE FOOD
COMPANY

Le Roy, N. Y., and Bridgeburg, Ont.



HOT-AIR
BLOWER
Price \$17.50

Complete Apparatus for the Treatment of Burns by means of Resinous Wax Preparations

Special
prices of
Resinous Wax
in quantities

Special sheet cotton
for covering surface
of burn—100 sheets to
box, \$1.50 per box.

Complete
Equipment
for First Aid
and Emer-
gency Hospi-
tals.



Paraffine
Atomizer
Price \$12.00

Dennison

CREPE PAPER BANDAGES



CONSERVE

on gauze and
cotton—use a new
and proved product.

Strong and Sanitary Crepe Paper Bandages

are manufactured in
all the standard
widths and are 15
yards long. They
have stood the test in

Pittsburgh and New York hospitals and the manufacturers inform us that bandage machines are working night and day on a Government contract for these goods. They cost you about one half of the price of gauze bandage and you are helping our Country by using them. Order a box of 50 (two inch) and try them. It will cost you \$2.50.

Feick Brothers Co., Pittsburgh, Pa.

Value of Dental Service

Increased Production Should Follow Institution of Facilities for Industrial Employees

By Alfred A. Crocker

Attention to the teeth is not a vogue of society nor an effort *per se* to maintain good appearance. While dentistry has a feature of esthetics, its larger and its main demand is at present one of necessity. There has been evolved through the fifty-odd years of the development of the present practice of the dental profession the system now termed "efficiency dentistry."

A patient can, by periodical visits to the dentist, minimize the decay of the teeth approaching the zero point. The dentist at each periodical visit of the patient examines the teeth to discover ill health or any unsoundness, and if a cavity is found, a filling is made, which is the only known way of stopping dental caries.

Such a discovery is of course made long before the decay would be advanced enough to cause the patient to notice it because of any pain. Sometimes patients complain of lassitude and lack of energy, but, of course, do not attribute it to the slight sensitiveness of a small cavity in a tooth, for at this stage the cavity is often in between the teeth and not observable except to a dentist, and it may not be possible to locate it with the tongue. The average patient does not complain until a tooth aches, and of course by that time the decay has reached the sensitive nerve pulp.

During the entire progress of a decay in a tooth from the time of the first softening of the enamel until the cavity has enlarged and deepened and it starts to ache, there is an increasing condition of irritability developed until the pain in the tooth announces to the patient the true cause. During this process the patient, if not in touch with a dentist, often resorts to nerve sedatives, which, of course, do not rectify the cause in the least and only complicate the condition.

By following the "zero system" of adhering to "efficiency dentistry" the decay is discovered by the dentist long before it reaches the disease climax in the aching tooth, and consequently the fillings are very small and the teeth remain strong and efficient.

Patients who, upon advice of their dentist, faithfully followed this principle of "efficiency dentistry" have very few filled teeth, and should never have a toothache. They should likewise always be at high efficiency, so far as their teeth are concerned.

DENTAL SERVICE IN INDUSTRY

This idea has found favor in industrial institutions, where the human health and energy of the operatives has so much to do with the material output. Is it not the logical conclusion that "efficiency dentistry" also can work for the maintenance of that human energy which is necessary in maintaining a uniform high grade of material output?

Industrial plants employing large numbers of men

WORLD-WIDE RECOGNITION



Quick, Sure and Convenient

Over 2,000 "NATIONAL" High Pressure Sterilizers are in use. To those who contemplate the purchase of hospital sterilizing equipment, we shall be glad to forward a list of the Municipal, General and Industrial hospitals and sanitariums using the "NATIONAL", including institutions in India, China, Europe and Canada.

This sterilizer is sold practically on a guarantee of satisfaction or MONEY BACK. It uses steam under pressure, killing all surgical germs. Does the same work as an Autoclave. Simple in construction and operation; easy to keep clean; produces bone-dry dressings. Used by the U. S. Army and the Red Cross.

Sold by Leading Surgical Supply Houses Everywhere.

Northwestern Steel & Iron Works

Capital Stock \$200,000.00

883 Spring Street, Eau Claire, Wis.

EQUIPMENT AND SUPPLIES

For HOSPITALS AND INSTITUTIONS

Albert Pick and Company is the largest firm in the country supplying Kitchen, Bake Shop and Dining Room Equipment, Bedroom Furnishings, etc., for HOSPITALS and INSTITUTIONS. We specialize in Hotel and Restaurant Equipment, which makes it possible for us to supply your every need.

OUR LINE INCLUDES: China, Glassware, Silverware, Furniture, Refrigerators, Carpets and Rugs, Institution Furniture and Bedding, Surgeons', Internes', Nurses' and Patients' Clothing, Laundry Equipment, Linoleum, Ice Cream Makers' Supplies, Office Furniture and Supplies, Janitors' Supplies and many other supplies.

LARGE INSTITUTIONS NOTEWORTHY AMONG OUR CUSTOMERS:

COOK COUNTY HOSPITAL, Chicago, Ill.
MICHAEL REESE HOSPITAL, Chicago, Ill.
STATE ASYLUM, Kankakee, Ill.

MUNICIPAL TUBERCULOSIS SANITARIUM, Chicago, Ill.
GENERAL HOSPITAL, Madison, Wis.


Write for Catalog, or ask us to send our representative.



ALBERT PICK & COMPANY
208-220 West Randolph Street, Chicago, Illinois



EXCELSIOR UNIVERSAL WIRE GAUZE **SPLINT**

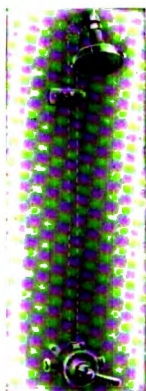


War surgery, industrial work and general hospital use alike have demonstrated the value of Excelsior Wire Gauze Splint. The ease and convenience of application, the uniformly high character of service and the moderate cost all appeal to the hospital, the surgeon and the patient. Send now for your sample.

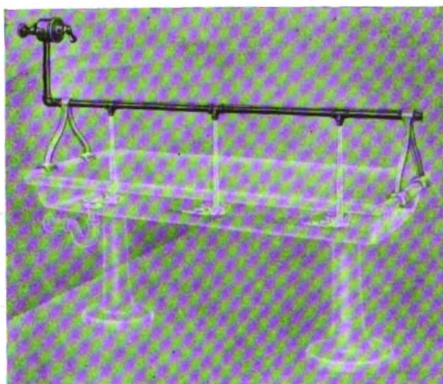
Wright Wire Company
Worcester, Mass.

Branches: Boston New York
Philadelphia Chicago San Francisco

Industrial Fixtures with Niedecken Mixer



Niedecken Industrial Shower \$2300



Factory Wash Sink with Niedecken Mixer Control

The **Niedecken Mixer** is pronounced by experts as being the most perfect device on the market

Note! We can furnish the Niedecken Mixer so that it can be supplied direct with steam

Hoffmann & Billings Mfg. Co.

Milwaukee, U. S. A.

WRITE FOR BULLETIN H M-15X

and women have recognized the idea of health maintenance by installing medical rooms with doctors in charge, recreation and reading rooms with easy chairs and books and periodicals, gymnasiums, roof gardens, billiard rooms, summer outing homes, adequate heating, ventilating and lighting plants, etc., and the operatives have organized baseball teams, card clubs, singing societies and amateur theatricals, while talks and lectures are furnished on salesmanship and shop procedure.

Dentistry has been left to the individual, and that, as stated before, is only, except in rare cases, attended to when the ache or pain comes. The dentist eventually gets the patient, but what about conserving the energy of the patient in the meantime? The dentist is consulted so late and the decay has gone so far that it means a large filling, extraction of the tooth, or a restoration of some kind, as an artificial tooth, crown or bridgework. This calamity is all avoided by "efficiency dentistry," and the nerve energy for work is also conserved.

Many large concerns have installed dental offices with dentists on the concerns' payroll, whose business it is to care for any dental disabilities that might interrupt the continuity of business operations.

The work in the industrial dental clinic consists of the industrial dentist examining every patient in the plant periodically, indicating on a card index system the dental work needed, and checking the work after the patient has had it performed by his or her family dentist. In this way the industrial dental clinic manager discovers the decay and has it attended to by the family dentist or takes care of it himself, and after a few months he has the "zero system" and "efficiency dentistry" well started and bringing results for the good of all concerned.

Is it possible that more business concerns would adopt this method of conserving the health and of increasing the efficiency of their employees, if the real value of this work as an efficiency agent was better understood? It would be good business for even concerns employing only a few people. In fact, it could very profitably be carried into the service departments of domestic life. It should be a matter of great satisfaction to know that one's servants were free from infectious dental as well as other diseases that might make them a menace, rather than desirably efficient.

WILL BE LARGER PART

The "zero system," or preventive dentistry, will surely become more a part of the welfare work in manufacturing plants when its benefits to the "human element" are better understood by managers of industrial corporations.

The following corporations have installed dental clinics in their plants and are carrying on efficiency dentistry by the zero system, similar to the plan outlined in the foregoing article:

The Alameda Company, Oakland, Cal.; Amoskeag Mfg. Company, Manchester, N. H.; Armstrong Cork

For Every Emergency Station

CASTLE

There is a CASTLE Sterilizer for every first-aid or industrial hospital, as well as complete equipment for general hospitals. Every need and service can be supplied. Many new designs have been added.

"CASTLE-ROCHESTER" STERILIZERS

Everything from a small instrument sterilizer to an elaborate outfit for taking care of the requirements of the biggest institution. We are specialists in equipping hospitals with sterilizing apparatus. Tell us your needs and we will recommend the right kind of equipment.

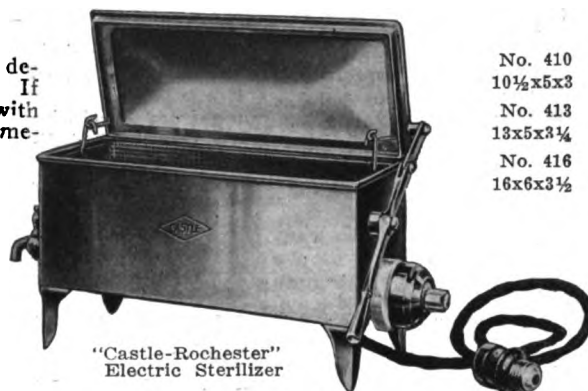
Write for Prices

Send for complete illustrated catalog describing full line. Get our quotations. If your dealer cannot supply you with CASTLE equipment write to us for immediate attention.

Wilmot Castle Co.

804 St. Paul St., Rochester, N. Y.

Makers of the Largest Line of Sterilizers for Hospitals, Physicians, Dentists and Laboratories.



No. 410
10½x5x3
No. 413
13x5x3¼
No. 416
16x6x3½

"Castle-Rochester"
Electric Sterilizer

"Worthington Quality" Line



"John Hopkins" Hospital Special
No. 321-B

Ball-bearing bicycle wheels. One-inch cushion. Rubber tires. All metal running gear frames. Patented adjustable foot boards.



Princeton Model K-10

Extra strong bicycle wheels. Tires 1¼ cushion rubber or 1½ pneumatic. Patented adjustable levers, foot boards or treadles, and seat adjustable to any position or reach.



The "Solid Comfort" No. 9940-A

The body is full floated on elliptical springs. Semi-swivel front wheels. The easiest-riding and easiest-operated push chair made.

Chairs For Invalids—Machines For Cripples

The most complete and up-to-date line in the world. Ask for Catalog No. 20

The Colson Company, Elyria, Ohio, U. S. A.



HYCLORITE

Concentrated Sodium Hypochlorite

The results obtained from the use of Hyclorite in the treatment of infected injury cases are daily demonstrating the efficacy of this antiseptic in the oxidizing of toxins, and in the removal of necrosed tissue through solvent action. In these respects, according to the work reported by Milroy and also

Austin and Taylor, hypochlorites are decidedly superior to the chloramin and di-chloramine type of antiseptic.

Hyclorite is always ready for immediate use.

Just add water and apply.

Hyclorite is prepared to a definite hypochlorite strength and alkalinity.

Solutions made from Hyclorite keep much longer than ordinary Dakin's solutions.

There is no waste, testing, or waiting in making a Dakin's solution from Hyclorite.

Price, 32 oz., \$1.25

Discounts to the profession

GENERAL LABORATORIES

5002 South Dickinson St.

MADISON - WISCONSIN



Accepted by the Council
on Pharm. and Chem.
for inclusion in N. N. R.

Do You Keep Proper Records?

We will mail to any hospital on request, samples of forms and records just revised and re-arranged by the

American College of Surgeons

for the purpose of standardizing records for hospitals (published with their recommendation and approval).

Our 1918 Catalog No. 5, containing these forms and many other new ones, is now being prepared. Write for it.

Hospital Standard Publishing Co.
Baltimore, Maryland

Company, Pittsburgh, Pa.; The Avery Company, Peoria, Ill.; The Bailey Company, Cleveland; Bausch & Lomb Optical Company, Rochester, N. Y.; Bloomingdale Bros., New York City; Chicago Telephone Company, Chicago, Ill.; Cincinnati, O., Milling Machine Company; Colgate Company, Jersey City, N. J.; Colorado Fuel & Iron Company, Denver, Col.; The Crane Company, Chicago; International Ladies' Garment Workers' Union, New York; T. Eaton Company, Ltd., Toronto; The Emporium, San Francisco, Cal.; Filene Co-operative Association, Boston, Mass.; Firestone Tire & Rubber Company, Akron, O.; Forbes Lithographic Company, Chelsea, Mass.; B. F. Goodrich Rubber Company, Akron, O.; H. J. Heinz Company, Pittsburgh, Pa.; D. H. Holmes Company, New Orleans, La.; J. Hood Rubber Company, Watertown, Mass.; Inland Steel Company, Indiana Harbor, Ind.; Joseph & Feiss Company, Cleveland, O.; Kimberly, Clark Company, Neenah, Wis.; The Larkin Company, Buffalo, N. Y.; Lord & Taylor, New York; Macy Mutual Aid Association, New York; James McCreery, New York; Metropolitan Life Insurance Company, New York; Montgomery Ward & Co., Chicago; Morris & Co., Chicago; New York Telephone Company, New York; Pocahontas Coal Company, West Virginia; Schrader & Sons, Brooklyn, N. Y.; Sears, Roebuck & Co., Chicago; Tennessee Coal, Iron & Railway Company, Birmingham, Ala.; John Wanamaker, New York; Kabo Corset Company, Chicago; International Harvester Company, McCormick, N. Y.

Industrial War Gardens

The Inspiration Consolidated Copper Co., of Arizona, has given an excellent example to other great corporations in fostering the Victory garden among its employees.

"At present there are over 500 war gardens planted in this district, and by the end of the month there will be 800," writes J. R. Sandige, agricultural expert with the company in Gila county.

The Inspiration company cleared, fenced, harrowed, ditched, and leveled 75 acres of soil, divided it into eighth-acre tracts, and furnished the seed and water to any employees who would undertake to raise the crops. All the gardener is expected to furnish is hoe and "pep." Instructions are furnished by Mr. Sandige and his assistants.

A Victory garden market has been established in connection with this work, and this year a community canning and drying plant will be installed, with the water and fuel furnished free.

Dr. Scott in England

Dr. Orlando F. Scott, one of the best known industrial surgeons in Chicago, is now a first lieutenant, Medical Reserve Corps, and is working in a British Army hospital at Victoria Embankment, London. In writing to HOSPITAL MANAGEMENT he said: "I am associated with two of the best surgeons in the British army, Col. Sargent and Sir Robert Jones, men internationally known for their work, the former on brain and spinal injuries, the latter on bone and nerve surgery. I see more and more each day directly applicable to the industrial surgical field."

"THE WARM, QUIET, SOFT BROWN NATURAL TONE OF THIS BEAUTIFUL NATIVE WOOD RENDER IT A JOY TO THE EYE AND A BLESSING TO NERVES"

RED GUM

**"AMERICA'S
FINEST CABINET WOOD"**

*IS INCREASING ITS LEAD AS
THE FAVORITE TRIM IN*

HOSPITALS

**AND OTHER GREAT BUILD-
INGS WHOSE OWNERS,
MANAGERS OR SPONSORS
SEEK DISTINCTION AND
QUIET BEAUTY AS WELL AS
INTELLIGENT ECONOMY
AND PROVED DURABILITY**

**FLUSH DOORS OF RED GUM VENEER
ARE IDEAL FOR HOSPITALS AND
SANITARIUMS. SAP GUM (from the same
tree) IS A PERFECT BASE FOR WHITE
ENAMEL. PLENTIFUL AND MOST
ECONOMICAL. INVESTIGATE THIS.**

Investigate and ask your architect to investigate

RED GUM

"AMERICA'S FINEST CABINET WOOD"

*Write us for citations paralleling your needs. Ask us for beautiful
samples and valuable literature.*

Gum Lumber Manufacturers' Association

1329 Bank of Commerce Building

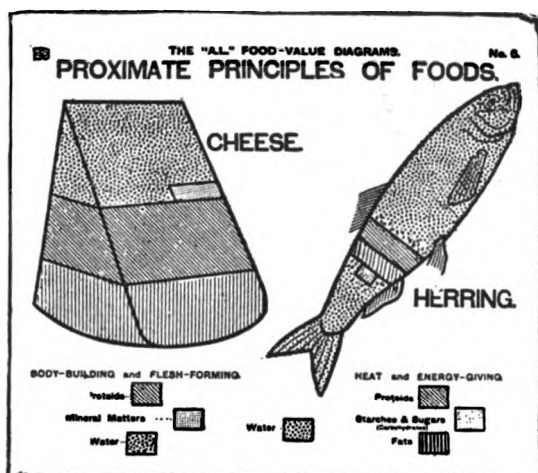
MEMPHIS, TENN.

Food Economy in War Time

Teaching it by New Colored Food Charts

They are simple in conception and arrangement, bold and convincing in appearance.

Six large charts, each 42x33 inches, boldly colored, and showing diagrammatically the proximate principles contained in some typical articles of food.



Every Nurse Training School should have these charts and our other charts on Anatomy, Physiology, Health, and Hygiene.

All Ready for Immediate Delivery

Order now for the Fall Term.

Check items that interest you, cut out coupon, and mail.

HM5-18

- ☐ 6 Food Charts
- ☐ 6 Health and Hygiene Charts
- ☐ 8 Anatomy and Physiology Charts
- ☐ 28 Models on Anatomy

Name and Office.....

Hospital

Town and State.....

DENOYER-GEPPERT CO.

Publishers

460 East Ohio Street

CHICAGO

Supervise Munitions Work

Committee Makes Recommendations for Medical and Hospital Care in Explosives Industry

A report on "Manufacture and Loading of High Explosives" has been published by the Committee on Welfare Work of the Committee on Labor, organized in connection with the Advisory Committee of the Council of National Defense. It contains, in addition to a discussion of subjects such as ventilation, prevention of dust, drinking water, washing facilities, locker room facilities, etc., specific recommendations regarding medical supervision and hospital service. These are as follows:

Medical supervision is required in all factories where poisonous nitro or amido compounds are manufactured or handled. A physician shall be within easy access in case of accident. A physician shall be employed to attend cases of occupational poisoning, and to look for early symptoms of the same among the workers. He shall be required to make frequent trips through those parts of the works where poisonous nitro or amido compounds are present, and to request the factory manager or superintendent to suspend from work or shift to other work, all whom he suspects to be poisoned even slightly. These workers shall not be allowed to return to their former occupations except on recommendation of the physician.

SUPPLIES FOR EMERGENCY

There must be kept for use in emergency a supply of aromatic spirits of ammonia, consisting of one pint of said spirits for each two hundred employees on a shift, and there shall be provided one set of oxygen tanks, with the apparatus for administering oxygen in each dispensary or hospital on the plant, and there shall be at least one set of tanks for every five hundred employees on a shift.

In all cases in which oxygen is used, a physician shall at once be called or the sick employee removed to a hospital.

If there is no hospital within easy access, a hospital room shall be provided in the works, which shall contain the following articles: a couch or bed, pair of blankets, two hot water bottles, a supply of hot water and such surgical dressings as are needed for minor injuries, and a stretcher.

For every fifty process workers or less employed in such plant and exposed to such risk there shall be present at all times at least two persons who are trained or competent to apply means of resuscitation by the prone pressure or Schaeffer method, or by mechanical devices approved by the properly constituted authorities.

A sufficient number of helmets of a type approved by the properly constituted authorities shall be kept at each plant, in order that they may be available for use by every employee who has occasion to enter places where there may be asphyxiating or poisonous gases, fumes or vapors.

All employees who are required by the employer to wear helmets in making repairs or in maintenance work shall be thoroughly instructed in the use of such apparatus and be physically examined by a licensed physician at least once in ninety days or after absence from work due to either sickness or accident, and the physician shall certify to the proper physical condition of the men so employed, either in a book or upon a card, and no employee shall be permitted to do such repair work unless so examined and certified.

PHYSICAL EXAMINATIONS REQUIRED

All workers employed as process men in manufacturing or handling poisonous nitro or amido compounds shall be physically examined by a licensed physician before the expiration of twenty-four hours after their employment.

All process workers shall be physically reexamined by a licensed physician at least once in every thirty days and before resuming work after an absence due to sickness or to sickness or to accident.

In those cases where the examining physician believes



Some Dishwashing Facts—

The Crescent Dish Washer can wash all of the dishes used in your institution in less time and at less cost than would be possible with any other machine or method.

It can wash everything that is used on the dining table—cups, plates, platters, and butter chips. Yes, and even the silverware, too.

Not only that but they won't require towel drying, either. Every dish will be sparklingly clean and dry—ready for the cupboard the moment it leaves the Crescent.

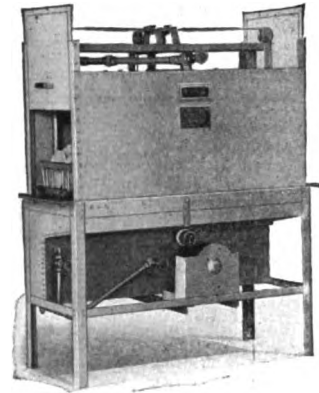
These are the features that are of paramount interest to every hospital superintendent.

Let us tell you all about the others. Let us tell you how the Crescent can wash the daintiest china without chipping or breaking a single dish.

Let us tell you all about Crescent simplicity, low cost and economical operation.

**A Post Card Brings the Facts
Without Any Further Obligation**

Bromley-Merseles Mfg. Co., Inc.
837 Larrabee Street, Chicago



A few of the hundreds of hospitals that use and endorse the Crescent:

BETHESDA HOSPITAL, Cincinnati, Ohio.
CITY HOSPITAL, St. Louis, Mo.
FORD HOSPITAL, Omaha, Neb.
GERMAN HOSPITAL, New York, N. Y.
LYING-IN-HOSPITAL, Chicago, Ill.
MILWAUKEE TUB. HOSPITAL, Milwaukee, Wis.
MT. SINAI HOSPITAL, Cleveland, Ohio.
NEW YORK HOSPITAL, New York, N. Y.
ROCKEFELLER BASE HOSPITAL, New York, N. Y.
ST. LUKE'S HOSPITAL, New York, N. Y.
ST. MARY'S HOSPITAL, Detroit, Mich.
WESLEY HOSPITAL, Chicago, Ill.

26 ITEMS

ON THIS

WESTFIELD MENU

Twenty-six of the items listed on the menus here illustrated could have been prepared on the Hobart Electric Mixer. The Hobart is a versatile, hard working machine which makes meals cost less by economizing on time of preparation, labor, and materials. Hospital commissaries find it a splendid investment.

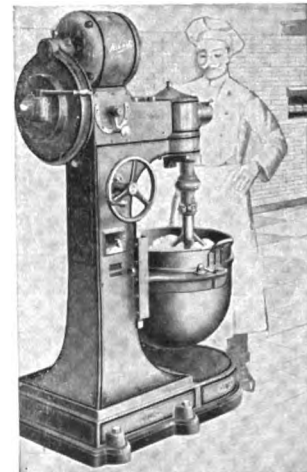
The
Hobart
ELECTRIC MIXER
With Attachments

is made for small, medium and large hospitals. Has three speeds operated by clutch and speed lever, like automobile. A complete electric unit ready to attach to your wires. Quiet running. All moving parts enclosed or protected.

Send for Catalog A

The Hobart Mfg. Co.

47 Penn Avenue
TROY, OHIO



WESTFIELD STATE SANATORIUM, JULY 28 TO JULY 30, 1917

Saturday

Breakfast

Farinose.
Samp.
✓ Hamburg steak (plain).
✓ Hamburg steak (onions).
Fried ham.
Boiled rice.
✓ Corn bread.
✓ Coffee, milk.
Dinner
✓ Veal pie (family style).
Braised beef.
Boiled potatoes.
✓ Mashed potatoes.

Wax beans.
Swiss chard.
Bread and butter pudding.
Old-fashioned rice pudding.
Milk.

Supper

Krumbles.
Corn flakes.
Baked beans.
✓ Brown bread.
Escalloped tomatoes.
✓ Frosted cup cakes.
Iced tea.
Milk.

Sunday

Breakfast

Fruit.
Mother's wheat hearts.
Bacon.
Dropped eggs on toast.
✓ Fried potatoes.
✓ Coffee, milk.
Dinner
✓ Vegetables.
Sirloin steak.
Roast stuffed veal.
French fried potatoes.
O'Brien potatoes.
Boiled onions.
Creamed carrots.

✓ Finger rolls.
✓ Orange sherbet.
Marble cake.
Milk.

Supper

Grape nuts.
Fores.
Egg salad.
Baked macaroni (plain).
✓ Baked macaroni (onion).
Pound cake.
Peach sauce.
Iced tea.
Milk.

Monday

Breakfast

Pettijohn.
Saxon food.
✓ Wheat griddles.
Maple syrup.
✓ Scrambled eggs.
✓ Rye muffins.
✓ Coffee, milk.
Dinner
Beef stew and dumplings.
Roast lamb.
Boiled potatoes.
✓ Mashed potatoes.

✓ Cabbage.
Milk.
Buttered beets.
Lemon jelly.
Coffee jelly.
Milk.

Supper

Puffed wheat.
✓ Corn flakes.
✓ Meat hash.
✓ French toast.
✓ Currant jelly.
✓ Currant jelly roll.
✓ Coconut jelly roll.

The Hobart
Mixes bread dough,
up to 150 loaves.
Mixes dough for
cakes, pies and past-
ries.
Grinds coffee and
spices.
Mashes potatoes.
Chops meat.

Strains soups and
fruits for sauces.
Crumbs bread.
Whips and beats
eggs, creams, icings,
etc.
Slices vegetables
and fruits.
Grates cocoanut.
With attachment,
operates ice cream
freezer.

Your Nurse's Library— Is It Complete?

These books should be included in every nurse's library, general hospital or training school. Written by some of the greatest authorities on management, Domestic Sciences, and other practical subjects for nurses.



Books For Nurses

USE THIS ORDER COUPON

EDUCATIONAL DEPARTMENT
G. P. PUTNAM'S SONS

2 West 45th Street
New York City

Gentlemen:

Enclosed please find \$..... for copies of the books checked on the list below. Carriage charges additional.

All prices net educational.

No. of Copies		
.....	Practical Nursing—Maxwell and Pope	\$2.00
.....	Essentials of Dietetics—	
.....	Pope and Carpenter	1.25
.....	Anatomy and Physiology—Pope	2.00
.....	Medical Dictionary—Pope	1.00
.....	Quiz Book of Nursing—Pope	2.00
.....	Physics and Chemistry—Pope	2.00
.....	Materia Medica for Nurses—Dock	1.50
.....	History of Nursing—Dock and Nutting	
.....	Vols.—I-II	5.00
.....	Vols.—III-IV	5.00
.....	Hygiene and Morality—Dock	1.25
.....	The Tuberculosis Nurse—La Motte	1.50
.....	Home Care of Consumptives—French	1.00
.....	Short Talks with Young Mothers	
.....	Kerley	1.00
.....	The School Nurse—Struthers	
.....	Approximate Price	1.75
.....	The Causes of Tuberculosis—Cobbett	6.50
.....	Descriptive Literature on Above Books.	

the worker to be poisoned, the examination shall consist in the determination and recording of the following facts either in a book or upon a card:

Name Age
Address Process
Height Weight
Pulse Blood Pressure Hemoglobin
Examination of urine Reaction Specific Gravity
Albumen Sugar Casts

The record of these examinations shall at all times be open for inspection by the properly constituted authorities.

The examining physician shall report all cases of poisoning to the properly constituted authorities within forty-eight hours after such examination, upon blanks which will be furnished upon request.

The following shall not be employed in any establishment handling, manufacturing or otherwise using any poisonous nitro or amido compounds:

(a) Persons under eighteen years of age.

(b) Persons suffering from any form of inflammation of the bladder.

(c) Persons whom the factory manager or superintendent knows to be addicted to the excessive use of alcohol in any form, or who are under the influence of intoxicants or narcotics.

(d) Persons suffering from any form of anemia.

Coal Mine Fatalities In 1917

In a preliminary statement of coal mine fatalities in the United States in 1917, compiled by Albert H. Fay, of the Bureau of Mines, it is said that the abnormal conditions under which the coal mines were operated in 1917 are reflected in the accident records by an increase of 21 per cent in fatalities as compared with 1916. There was an unusual demand for coal but the production increase was less than 10 per cent. The number of men employed in the industry is practically the same as was employed in 1916, namely, 720,971. The demand for coal increased the number of working days for the men for the year in mines favorably situated and supplied with cars, and this increased the hazard of injury and fatality to the individual miner, as his risk is proportional to the time he is exposed. In other mines not so favored by the car supply, work was interrupted, and this again increased the hazard from certain dangers such as gas, dust, falls of roof, etc., as an active mine will ordinarily be kept in better condition than one operated only part of the time.

To Protect Women Workers

The creation of a Health Department in the Women's Division of the Industrial Section Service of the Ordnance Department to look after the health of women employed in arsenals and other ordnance plants is announced by Miss Mary Van Kleeck, chief of the Women's Division. Dr. Kristine Mann, Director of the Health Clinic for Industrial Women in New York City and lecturer on hygiene at Smith College, will head the new department. Later especially trained women will be appointed to serve under her as health officers in the districts where there are ordnance plants. As soon as her work is organized, Dr. Mann will direct it from Washington.

To Meet in Chicago

The American Public Health Association meeting for 1918 will be held in Chicago October 14 to 17. The central theme of the meeting will be, "The Health of the Civil Population in War-Time."



Contains the following:

CALIFO BRAND

"Proven Best by the Can-opener Test"

CANNED FOODS

- | | | |
|-----------------|-----------------|--------------------|
| 1. PEACHES | 7. STRAWBERRIES | 13. ASPARAGUS |
| 2. PEARS | 8. APRICOTS | 14. RIPE OLIVES |
| 3. PINEAPPLE | 9. PLUMS | 15. FIGS |
| 4. BLACKBERRIES | 10. CHERRIES | 16. SALMON |
| 5. LOGANBERRIES | 11. GRAPES | 17. TUNA |
| 6. RASPBERRIES | 12. PRESERVES | SEVEN MORE CANS |
| | | TO COMPLETE THE 24 |

THE reason we sell this SAMPLE CASE at cost and pay the freight on it is because each of the 24 cans furnishes conclusive evidence of the quality, purity, and wholesomeness of CALIFO FOODS.

We want you to know the uniformity of our products and their adaptability to your requirements.

Your name and the words "Sample Case" on your hospital letterhead will bring these 24 delicious, appetizing triumphs of the science of canning and full details of our service to Hospitals and Institutions.

Order one of these "Sample Cases" today. Write

THE COAST PRODUCTS COMPANY

Spruce Street at 8th, St. Louis, Mo.

DISTRIBUTING WAREHOUSES

CHICAGO INDIANAPOLIS KANSAS CITY OMAHA MINNEAPOLIS CINCINNATI DES MOINES

United States Food Administration License No. G-00511

Dumbwaiter Satisfaction

is created when you get dumbwaiters that are exactly suited to your requirements. A dumbwaiter that is designed for lifting 50 lb. loads will not do the work for loads of 200 lbs., and one built for a two story lift is not suited for a rise of 12 flights.

For real satisfaction — the dumbwaiter expert is necessary.

For 30 years we have been specializing in dumbwaiter construction and have equipped many hospitals with our superior dumbwaiter service.

Paragon Dumbwaiters are noted for their sturdy and simple construction and efficient operation. This is what you need for a satisfactory dumbwaiter service.

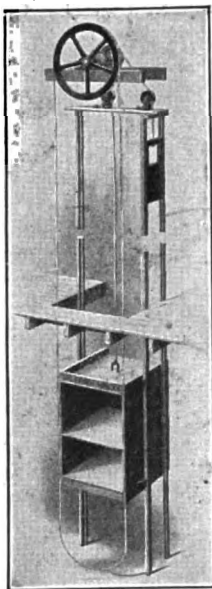
We also manufacture hand power trunk lifts, invalid lifts, sidewalk elevators, freight elevators, brass tube elevators, hospital elevators and ash hoists.

Also electric elevators and dumbwaiters.

Bulletins and full description sent on request. Our engineering department is at your service. Write today.

Storm Manufacturing Company

40-50 Vesey St., Newark, N. J.



Cause of Eye Infections

Report of National Committee for Prevention of Blindness Urges Care

In its report on "Eye Hazards in Industrial Occupations," the National Committee for the Prevention of Blindness, 130 E. Twenty-second street, New York, calls attention to the high percentage of infections which result from neglect or unskilled efforts to remove foreign substances lodged in the eye.

The lodgment of a foreign substance in the eye, too often considered of little importance by workmen, may be a source of very serious eye trouble and possible loss of the member. The report emphasizes the danger from infection which may, and often does, result when the workman neglects the condition or permits the removal of such foreign substance by a fellow workman instead of going at once to a competent physician, or to a hospital. This practice is strongly condemned.

The experience of Ohio is quoted. In that state, of 74,525 industrial accidents for which awards were made by the industrial commission in the year ending June 30, 1915, infection was reported in connection with 7,072 or approximately 10 per cent, and 71,400 cases of temporary disability allowed there were 8,000 cases due to the presence of foreign bodies in the eyes, 519 (6.48 per cent) of these being attended by infection.

Instructs Workmen on Cancer

Health Service Series, No. 23, of the bulletins of the National Safety Council deals with cancer, and contains the following information addressed to workmen:

What you should know about cancer:

When over forty, one person in eleven dies of cancer.

Cancer, at first, is a local disease.

If attended to at the start, a majority of cases of cancer are curable.

Early diagnosis, therefore, is all-important.

If you have a mouth sore that does not heal, wart that is sore, scar that is sore, mole that is sore, lump anywhere or bleeding piles, have a doctor make a thorough examination at once. Don't wait until you are sure that it is cancer.

The bulletin was prepared under the auspices of the Health Service Section of the Council.

Industrial Physicians at Harrisburg

A meeting of industrial physicians and surgeons of Pennsylvania was recently held under the auspices of the Division of Industrial Engineering and Hygiene of the state, of which Dr. Francis C. Patterson is chief. The principal subject discussed at the conference was the use of permanent reconstruction hospitals for those crippled in industry. Harry A. Mackey, chairman of the workmen's compensation board of Pennsylvania, urged that the law be extended to cover railroad employes and farmers.

Efforts will be made at the next session of the Alabama legislature to secure the enactment of a workmen's compensation law for that state.

SPECIAL OFFER DOOM INSECTICIDE COUPON

We will ship you one 10-gal. can of DOOM INSECTICIDE (Bed Bug Doom) at \$2.00 per Gallon, to be paid for only on condition that it completely exterminates the bed bugs and body vermin in your institution.

Regular Price \$3.00 Per Gallon

"No Riddance, No Pay"

DOOM INSECTICIDE is not explosive. It will not stain the bedding or wall paper. It does destroy bed bugs and their eggs. It destroys body lice and crabs. There is positively no objectionable feature connected with its use whatever. Practically ODORLESS. It simply does its work and the results are permanent. In any case you are the judge and we abide by your verdict.

EDGAR A. MURRAY CO., Detroit, Mich.

Large Sprayer sent FREE with order

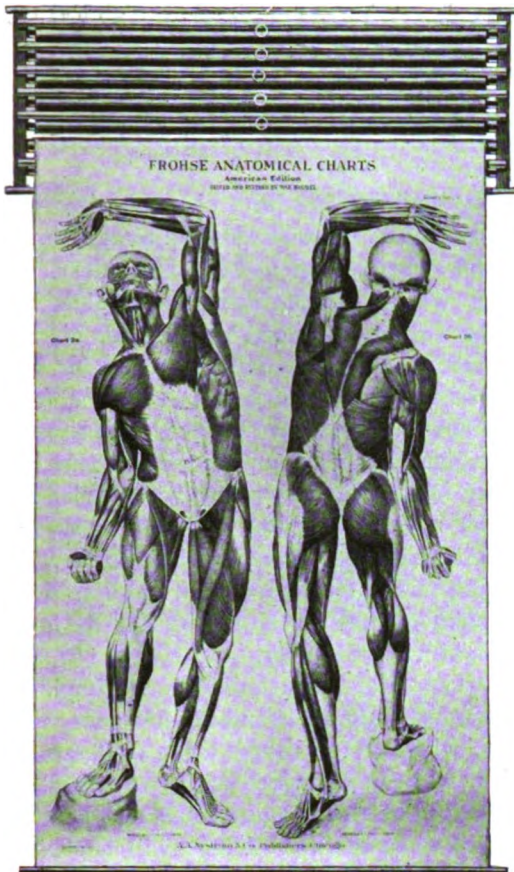
I accept the Above Proposition—"No Riddance, No Pay."

Sign Here.....

City State.....

Institution

Write for Special Price on Barrel Orders Now



Full Set—7 Plates—Dust Proof Utility Case

Frohse ^{Life Size} Anatomical Charts

American Edition, Revised and Edited by

MAX BRÖDEL

Professor of Anatomical Drawing, Johns Hopkins Medical School

**17 Life Size Charts on 7 Large Plates
Colored True to Nature**

LIST OF SUBJECTS

Human Skeleton, Front View.	The Nervous Sys- tem.	The Skin.
Human Skeleton, Back View.	Circulatory System.	The Ear.
The Muscles, Front View.	The Heart and Principal Blood Vessels.	The Eye.
The Muscles, Back View.	Schematic Diagram of Circulation.	Viscera of the Chest and Abdomen (4 views).
		Section through Head.

Prof. Brödel's name insures Anatomical Accuracy. A Distinct Contribution to Medical Science.

See them at the Meeting of the American Medical Association June 10-14, Chicago.

A. J. Nystrom & Co., Publishers
623 S. Wabash Ave.

After June 1, 2251 Calumet Ave., Chicago

SPECIAL OFFER ROACH DOOM COUPON

We will ship you one 25-lb. can of MURRAY'S ROACH DOOM at 80c per pound, to be paid for only on condition that it completely exterminates the cockroaches on your premises. Payment to be made 30 days after you are satisfied with the results.

Regular Price \$1.00 Per Lb.

"No Riddance, No Pay"

We absolutely guarantee that one thorough application of MURRAY'S ROACH DOOM will completely rid your premises of roaches. It does not only destroy the old insects—it kills the young. It is harmless applied to anything but roaches and water beetles. To them it is a deadly powder which they carry to their young in the walls—exterminating them, root and branch.

Edgar A. Murray Co., Detroit, Mich.

**Large Size Blower FREE
with 25 lb. order**

I accept the above proposition: "No Riddance, No Pay."

Sign Here

City..... State.....

Institution

FRANKLYN R. MULLER & CO.

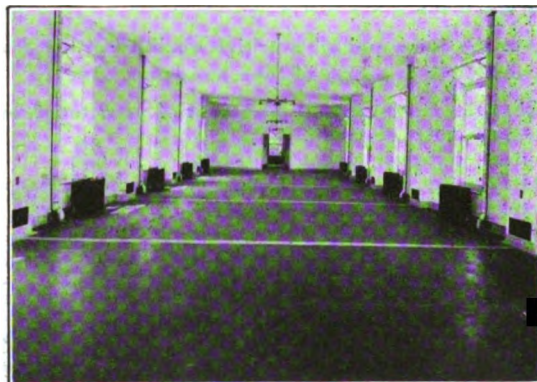
859
West Madison St.

WAUKEGAN,
ILL.



The Floor That's Laid
With a Guarantee

Attractive Sanitary Flooring



A better protection against fire and disease than can be obtained by fire hose and insecticides is to have the floors and base absolutely fireproof and sanitary.

A seamless, resilient flooring with the character of the surface such that it assures a silent and sure footing.

These are the attributes of Asbestone, the fireproof, sanitary, resilient, one piece flooring that looks like tile and costs half as much.

Send us sizes of space you desire covering and quotation with samples will be sent by return mail.

Is Your Bought Ice Cream Getting Leaner?

Yes?

Better play safe—**MAKE IT YOURSELF?**

You'll pay for your own "Perfection" Freezer out of part of your saving—and know what goes into every dish of cream you serve.

If your institution is small or of medium size, buy a 40-quart **PERFECTION IMPROVED**—ice-and-salt Tub freezer—belt-driven.

If your Hospital is a big one, don't be satisfied with anything short of our **PERFECTION BRINE FREEZER**—belt or motor-driven.

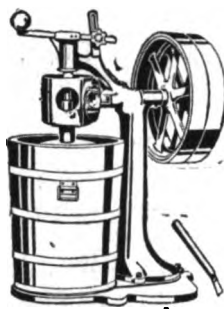
Run either of them, side-by-side with any other make of freezers of the same capacity and you'll understand why "Little Old Cedar Rapids" has put it all over New York, Philadelphia and Chicago—and a dozen smaller "burgs" in the bargain.

The pictures tell only part of the story. Send for our catalog for the whole-of-it.

J. G. Cherry Company

Cedar Rapids, Iowa

Branches at St. Paul, Minn.; Tama, Iowa; Peoria, Ill.



Great Food Saver

Saves \$50 to \$200 per month on Meat Bills. New Meat, Food and Vegetable Chopper which cuts the Meat, Vegetables and Food fine, without mashing or tearing them.

Saves the juice and all nutritive qualities of the food. Saves 200% to 600% of time and labor.

Makes the finest Sausage Meat out of your tough and cheaper cuts of meat. Utilizes left-over meat and foods by converting them into hash, croquettes, salads, hamburger steak, veal loaf; vegetables for soup.

This machine will pay for itself in a few months. No kitchen complete without it.

Write for catalogue and prices.



John E. Smith's Sons Co.

Buffalo, N. Y.

Overseas Hospitals Provide Every Facility

(Continued from page 22)

to the ward, where the food cart can be used as a serving table.

The laundry building has been planned with reference to efficient work. The soiled clothes are brought in at one end, where, with modern machinery, they are sterilized, washed, dried, ironed, and folded, and then taken to a general storage building for distribution. This central storage building is used for linen storage as well as for washed goods.

The buildings will be heated by five high pressure plants, the piping being laid out so that no pipe larger than three inches in diameter will be needed outside the boiler houses. Supplies and returns are suspended from corridor roofs, to avoid trenching.

The lighting will be from a central gasoline driven generating plant, generating electricity for the entire service of lighting and power.

The construction of these buildings is simple—all of one story, built up of standard five-foot units. These units, whether for roofs, walls or floors, are double thick, with an air space with two thicknesses of building paper between inner and outer sheathing. The panels composing the buildings will be built in shops in this country or abroad, and transported to the war zone and there erected. They will be hygienic, easily cleaned, and painted both inside and outside. To simplify the work of erection, steam piping has been standardized and actually cut to established lengths, and all plumbing and electric fixtures reduced to standard types.

The general appearance of the interior of the wards will be much like the Rockefeller Hospital, a view of which is here shown.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912.

of Hospital Management, published monthly at Chicago for April 1, 1918.

State of Illinois, county of Cook, ss.
Before me, a notary public in and for the State and county aforesaid, personally appeared G. D. Crain, Jr., who, having been duly sworn according to law, deposes and says that he is the managing editor of Hospital Management and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to-wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:
Publisher, Crain Publishing Co., Chicago, Ill.
Editor, none.

Managing Editor, G. D. Crain, Jr., Chicago, Ill.
Business Managers, none.

2. That the owners are:
G. D. Crain, Jr., Chicago, Ill.
Aillene F. Crain, Chicago, Ill.
K. C. Crain, Cincinnati, O.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

G. D. Crain, Jr.

Sworn to and subscribed before me this 9th day of April, 1918.

(Seal) HALLE E. KLEIN.

(My commission expires Feb. 23, 1922.)

Rev. O. T. Dwinell has been appointed superintendent of the Deaconess Home and Hospital of Peoria, Ill. Mr. Dwinell formerly headed the institution. He succeeds Dr. W. H. Wiley.

Alcohol
 Aluminum Ware
 Ambulances
 Anesthetizing Apparatus
 Bakery Equipment
 Baths
 Beds
 Bed Attachments
 Blankets
 Brushes
 Cabinets
 Casters
 Chairs
 Charts for Training Schools
 Chart Holders
 Cleansing Agents
 Construction Materials
 Cooking Utensils
 Coolers
 Corsets
 Cotton
 Crutches
 Dishwashing Machines
 Drug Cabinets
 Electrical Appliances
 Elevators
 Enamel
 Fire Escape Devices
 Floor Dressings
 Floors
 Food Products
 Furniture
 Gause
 Gowns (Patients')
 Gowns (Surgeons' Operating)
 Heating Devices
 Heating Systems
 Hospital Garments
 Hot Water Bottles
 Hot Pack Machines
 Hydrotherapeutic Apparatus
 Ice Machines
 Instruments
 Kitchen Equipment
 Laboratory Equipment
 Laundry Equipment
 Laundry Supplies
 Lighting Fixtures
 Linens
 Linoleum
 Lockers
 Money-raising Systems
 Mattresses
 Nitrous Oxide Gas
 Nurses' Supplies
 Operating Tables
 Oxygen
 Paints and Varnishes
 Plumbing Fixtures
 Ranges
 Record Systems
 Refrigerators
 Registers
 Resuscitating Devices
 Rubber Goods
 Scales
 Sheets
 Signal and Call Systems
 Sterilizers
 Sterilizer Controls
 Stretchers
 Surgical Instruments
 Surgical Supplies
 Syringes
 Thermometers
 Training School Supplies
 Uniforms
 Vacuum Bottles
 Vacuum Cleaners
 Waterproof Fabrics
 Water Temperature Control
 Window Shades
 X-Ray Apparatus

The Clearing House of Hospital Information

A Special Service for Readers of Hospital Management

The Clearing House is established as a department of Hospital Management for assisting superintendents in choosing the right kind of supplies and equipment—and to see that they secure the best service from manufacturers.

The Clearing House can secure for you without charge catalogs and literature describing any product that you may be interested in. It can tell you where to secure any kind of material—place before you full information about anything you intend to purchase now or later. It can help you to secure prompt deliveries and right prices.

To get this information quickly, look over the items listed opposite, fill in the coupon below, tear it out and mail it to the Clearing House and your inquiry will receive prompt attention. There is no charge for this service.

CLEARING HOUSE OF HOSPITAL INFORMATION

Hospital Management, 417 S. Dearborn St., Chicago.

We are interested in the following articles. Please put us in touch with manufacturers who you know are reliable and will furnish goods promptly and at the best prices.

Hospital Individual
 City State

"Coffee of Quality at a Price You Can Afford to Pay"

SEXTON'S SERVICE BLEND COFFEE

19³/₄c Per Pound In 100-lb.
Airtight Drums

Makes a Rich, Creamy Cup of Delicious Flavor

Priced to Sell Only in Quantity

Roasted Daily :—: Our Own Process

Special Offer to Hospital Buyers: Try One Drum at Our Risk

Return if Not Satisfactory — **We Pay the Freight**

JOHN SEXTON & CO., CHICAGO

Send for Money-Saving Grocery Catalog

U. S. Food
Administration
License No. 15647

The HOSPITAL EXCHANGE

On Page 56 of This Issue

offers an unequalled opportunity to

Obtain Help

Secure a Position

Lease a Hospital or Sanitarium

Buy or Sell Used Equipment

The rates for use of this department are low. They are given in full on page 56.

**Address HOSPITAL EXCHANGE, HOSPITAL MANAGEMENT
417 So. Dearborn St., CHICAGO**

CYPRESS IS SO STANDARD A WOOD FOR MANY HOSPITAL USES THAT THIS ANNOUNCEMENT of "TRADE-MARKED" NON-ROT TIDE-WATER CYPRESS IS of RATHER SPECIAL and IMMEDIATE INTEREST to all HOSPITAL EXECUTIVES

"Signed Lumber is Safe Lumber."

It's a pretty good idea (now that the lumber mills in the Southern Cypress Mfrs. Assn. are IDENTIFYING EVERY CYPRESS BOARD THEY SAW) to MENTION TO YOUR LUMBER DEALER, CONTRACTOR OR CARPENTER—and to ASK YOUR ARCHITECT to SPECIFY—that YOUR CYPRESS MUST BE

**"TIDEWATER" CYPRESS
IDENTIFIED BY
THIS TRADE-MARK
Stamped in the End of Every Piece
or APPLIED TO EVERY BUNDLE**



When a manufacturer places his imprint indelibly upon his product it evidences to the consumer two factors of value which, together, are the sum total of all any buyer wants; these factors are integrity of purpose and complete responsibility on the part of the maker of the desired commodity.

The above legally registered "Tidewater Cypress" trade-mark is now *YOUR INSURANCE POLICY of LUMBER QUALITY.*

It appears stamped mechanically into the end of EVERY board and timber of

**CYPRESS "THE WOOD
ETERNAL."**

Thoroughly dependable Cypress Flooring, Siding, Moulding and Shingles, etc., which come in bundles, bear the same mark on EVERY BUNDLE.

The legal right to apply this epoch-making symbol of STRICT RESPONSIBILITY IN LUMBER MAKING AND SELLING is restricted to those Cypress mills which, by their membership in the Southern Cypress Manufacturers' Association, attest their devotion to its Principles of SERVICE to the CONSUMER. Only mills cutting "Tidewater" Cypress are eligible for membership. (Cypress which grows too far inland is not equally noted for the "Eternal," or decay-resisting, quality.) Only mills which subscribe to the Association's standard of scrupulous care in Methods of MANUFACTURE, INTEGRITY OF GRADING and ACCURACY OF COUNT can belong to the Association. These responsible mills the Association now licenses to CERTIFY THEIR CYPRESS by applying the registered trade-mark with their identifying number inserted.



BY THIS MARK YOU KNOW THAT IT'S CYPRESS, "THE WOOD ETERNAL" AND WORTHY OF YOUR FAITH. IT IS WELL TO INSIST ON SEEING THIS TRADE-MARK ON EVERY BOARD OFFERED AS "CYPRESS."



Let our ALL-ROUND HELPS DEPARTMENT help YOU MORE. Our entire resources are at your service with Reliable Counsel.

Southern Cypress Manufacturers' Association
1276 HIBERNIA BANK BLDG., NEW ORLEANS, LA., or 1276 HEARD NATIONAL BANK BLDG., JACKSONVILLE, FLA.

INSIST ON TRADE-MARKED CYPRESS AT YOUR LOCAL LUMBER DEALER'S. IF HE HASN'T IT, LET US KNOW.



It's the

Hobart Kitchen Aid

AN Auxiliary machine for the large kitchen—an all-round outfit for the smaller one.

Regular equipment consists of 10 and 3 quart bowls, five beaters and whips.

Has three speeds—high, low and intermediate—and as well built as the larger famous Hobart Mixers.

Reduces Cost of Preparing Foods

The Kitchen Aid is an all-round kitchen machine. It mashes potatoes, whips cream, beats eggs, mayonnaise and all kinds of batters and doughs (ample power for bread dough). Fine for griddle cakes of all kinds.

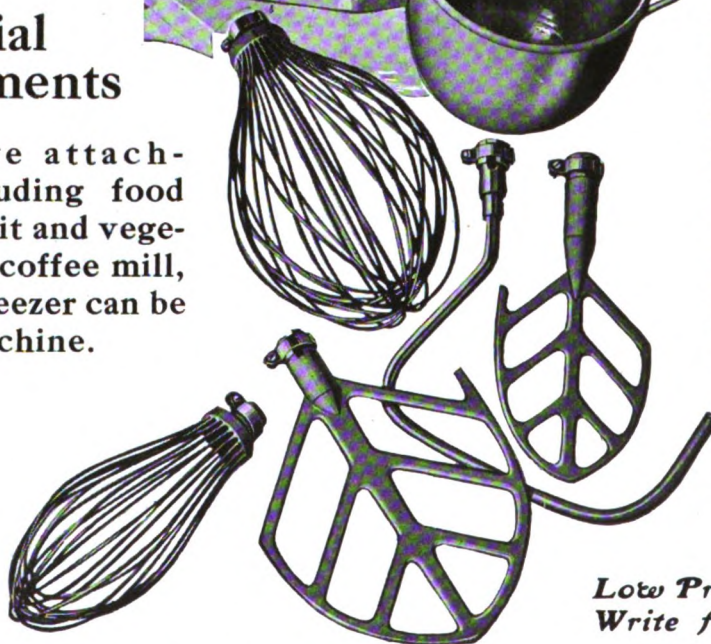
Saves time, saves materials, increases volumes 15% to 20% including potatoes.

Enables you to operate with less experienced help.

Hundreds of these outfits now in service in all parts of U. S. Highly endorsed by kitchen operators in small and large institutions.

Special Attachments

Inexpensive attachments, including food chopper, fruit and vegetable slicer, coffee mill, ice cream freezer can be added to machine.



*Low Price—Prompt Shipment.
Write for complete catalog A.*

The Hobart Manufacturing Co.

47 Pennsylvania Ave.

TROY, OHIO



Food Economy

Food supplies that are most economical for your Institution are those which most nearly conform to your special needs. CALIFO BRAND Fruits, Vegetables, Preserves, Jams, Jellies, Asparagus, Dried Fruits, etc., are packed fresh from the best of raw materials carefully grown, selected and graded, and prepared for you in the most modern sanitary food kitchens. They represent the maximum in food value, owing to superior quality, and the fullness of the cans assures you of a greater number of portions from each container. Their delicacy of flavor, richness of color and wholesomeness makes a most favorable impression on discriminating patrons and is a big factor in advertising your service in the community.

We are now supplying thousands of Institutions who have proved for themselves the economy of our service and merchandise. We want you to know what the CALIFO Seal of Quality stands for, and we offer the twenty-four samples displayed here at actual cost, freight prepaid. Order the Assorted Case today. It contains convincing reasons in favor of CALIFO.

The Coast Products Company

Cupples Block, St. Louis

A Complete Linen Equipment

SHEETS

**PILLOW
CASES**

BLANKETS

**BEDS
SPREADS**

Toweling
In
All Qualities

The Lowenfels line of Linens, embracing Blankets, Sheets, Pillow Cases, Curtains and Towels, will fill every requirement of your hospital or institution.

A big variety with an excellent service insures proper handling of your needs.

Prices are the lowest; for example, we offer

No. 513 Bleached Bath Towel, heavy
double thread, size 20x41.....\$4.25 a doz.

We suggest that you order a good supply of this item and send us your orders for your other linen wants.

Samples and Prices Cheerfully Submitted.

**NAPKINS
TOPS**

**TABLE
CLOTHS**

**DAMASK
IN
ALL LINEN
UNION LINEN**

**MERCER-
IZED
COTTON**

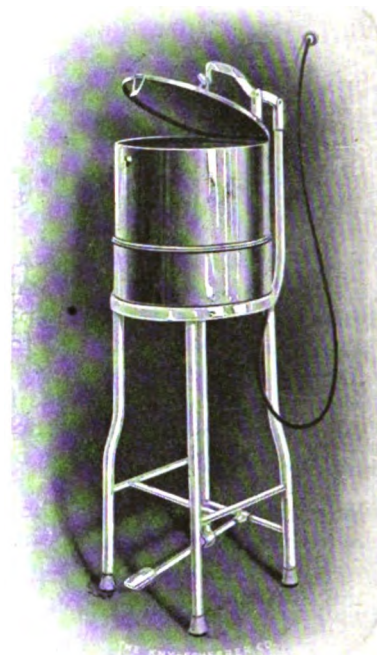
B. Lowenfels & Co., Inc.
Importers and Manufacturers

38 Cooper Square
New York

CAUTION

Does your technic minimize the exposure of your Dressings and Towels after sterilization? If not, the K. S. Sterilizing Drums will solve the problem. They close dust-proof and are securely sealed by a special device. They are strongly constructed to withstand hard usage.

Send for Bulletin 168, Sterilizing Drums.



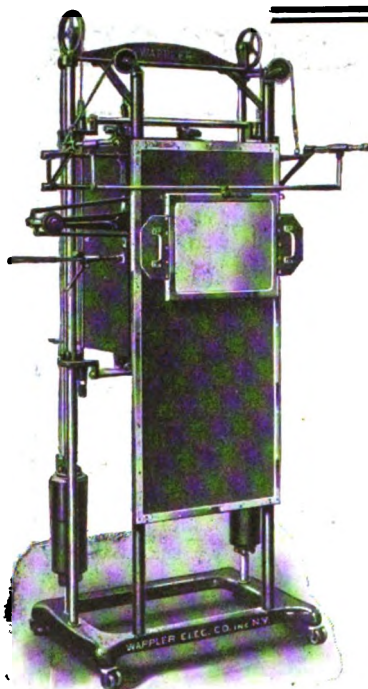
The Kny-Scheerer Corporation

The largest manufacturers of surgical requirements

404-410 West 27th Street

NEW YORK

We are the sole manufacturers of the Genuine Hawkey Fracture Table and the Genuine Albee Operative Bone Sets. Send for new illustrated booklets.



WAPPLER

Vertical Fluoroscope

facilitates diagnosis by the Roentgen Ray. The screen can be manipulated in unison with the tube box, or can be separately suspended. The change from one method to the other can be made within ten seconds.

**Highest Protection from Rays
Highest Electrical Insulation
Highest Quality Throughout**

Write to Dept. H. M. for new catalog of Tables and Fluoroscopes, or ANY Electro-Medical apparatus.

ROENTGEN RAY, HIGH FREQUENCY, GALVANIC APPARATUS AND ACCESSORIES

CYSTOSCOPES AND OTHER ELECTRICALLY LIGHTED DIAGNOSTIC INSTRUMENTS

WAPPLER ELECTRIC COMPANY, Inc.

173-175 East 87th Street

NEW YORK, U. S. A.

Service Stations in the Following Cities:

Atlanta, Ga.
Baltimore, Md.
Charlotte, N. C.

Chicago, Ill.
Cleveland, O.
Detroit, Mich.

Fort Worth, Tex.
Los Angeles, Cal.
Newark, N. J.

New Haven, Conn.
New York, N. Y.
Philadelphia, Pa.

San Francisco, Cal.
Tacoma, Wash.
Tokio, Japan
Toronto, Canada

Buyers' Guide to Hospital Equipment and Supplies

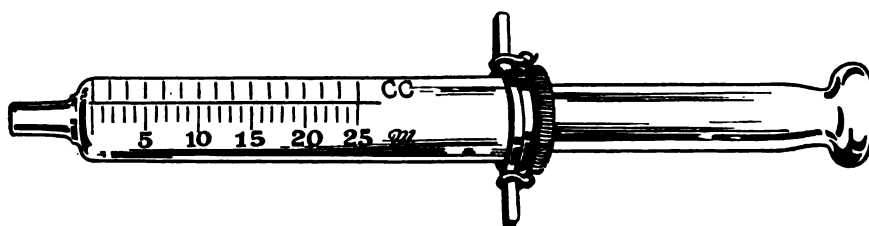
AMBULANCES Rock Falls Mfg. Co.	Quaker Oats Co. John Sexton & Co.	PHARMACEUTICALS The Abbott Laboratories. General Laboratories. Schering & Glatz.
ANESTHETIZING APPARATUS S. S. White Dental Mfg. Co.	GAUZE A. C. Randall	REGULATORS (Hot Water) Hoffman & Billings Mfg. Co.
BABY INCUBATORS Chicago Surgical and Electrical Co.	GELATIN Genesee Pure Food Company	SHEETS AND PILLOW CASES H. W. Baker Linen Co. B. Lowenfels & Co.
BEDS Albert Pick & Co.	HOSPITAL FURNITURE Frank S. Betz Co. H. D. Dougherty & Co. Kny-Scheerer Corp. Scanlan-Morris Co.	SILVER BURNISHING MACHINES American Laundry Machinery Co.
BEDDING Albert Pick & Co.	HOSPITAL SUPPLIES Frank S. Betz Co. Feick Bros. Co. General Laboratories. Kny-Scheerer Corp.	SPITTOONS Cordley & Hayes
BOOKS G. P. Putnam's Sons. Chicago Medical Book Co.	HOT PACK MACHINES The Republic Mfg. Co.	SPRINGS Albert Pick & Co.
CANNED GOODS Coast Products Co. John Sexton & Co.	ICE BREAKERS B. L. Schmidt Co.	STERILIZER CONTROLS A. W. Diack.
CASE RECORD SYSTEMS Hospital Standard Publishing Co.	ICE CREAM FREEZERS J. G. Cherry Mfg. Co. Albert Pick & Co. F. E. Whitney Co.	STERILIZERS American Laundry Machinery Co. Frank S. Betz Co. Wilmot Castle Co. Kny-Scheerer Corp. The Republic Mfg. Co. Scanlan-Morris Co.
CATGUT Davis & Geck, Inc.	INVALID CHAIRS Frank S. Betz Co. The Colson Co. Gendron Wheel Co. Kny-Scheerer Corp.	SURGICAL INSTRUMENTS Frank S. Betz Co. Chicago Surgical & Electrical Co. Feick Bros. Co. Kny-Scheerer Corp.
CHAMBERS Cordley & Hayes	KITCHEN EQUIPMENT Hobart Mfg. Co. Albert Pick & Co. John E. Smith's Sons Co.	SUTURES Davis & Geck, Inc.
CHARTS FOR TRAINING SCHOOLS Denoyer & Geppert. A. J. Nystrom & Co.	LIGATURES Davis & Geck, Inc.	THERMOMETERS Becton, Dickinson Co.
CHART HOLDERS C. Spiro Mfg. Co.	LAUNDRY MACHINERY American Laundry Machinery Co. Fry Bros. Co. Albert Pick & Co.	UNIFORMS Hospital Nurses' Uniform Mfg. Co. Nurses' Outfitting Ass'n. Albert Pick & Co.
CHEMICALS The Abbott Laboratories. Feick Bros. Co. Schering & Glatz.	LAUNDRY SUPPLIES Fry Bros. Stanley Laundry Supply Co.	VACCINES The Abbott Laboratories G. H. Sherman, M. D.
CLEANING SUPPLIES Albert Pick & Co.	LINENS H. W. Baker Linen Co. B. Lowenfels & Co. Albert Pick & Co.	WALL PAINTS Albert Pick & Co.
COFFEE John Sexton & Co.	LUMBER Gum Lumber Manufacturers' Association. Southern Cypress Manufacturers' Association.	WATER TEMPERATURE CONTROL Hoffman & Billings Mfg. Co.
COOLERS, WATER Cordley & Hayes	MARKING MACHINES (LAUNDRY) Triumph Mfg. Co.	WINDOW SHADES Albert Pick & Co.
COTTON A. C. Randall	NURSES' BOOKS Chicago Medical Book Co. G. P. Putnam's Sons.	WIRE GAUZE SPLINTS Wright Wire Co.
DISINFECTING EQUIPMENT American Laundry Machinery Co.	PAIRS Cordley & Hayes	X-RAY APPARATUS Frank S. Betz Company. Campbell Electric Co. Victor Electric Co. Wappler Electric Co.
DISH WASHING MACHINES Bromley-Mercedes Company Albert Pick & Co.		
DUMBWAITERS Storm Mfg. Co.		
ELECTRO-THERAPEUTIC APPARATUS Frank S. Betz Co. Kny-Scheerer Corp.		
ELEVATORS Storm Mfg. Co.		
FLOORING Franklyn R. Muller & Co.		
FOODS Coast Products Co.		

Alphabetical List of Advertisers

Abbott Laboratories.....	41	Hospital Nurses' Uniform Mfg. Co.....	1
American Laundry Machinery Co.....	51	Kny-Scheerer Corp.....	12
Baker, H. W., Linen Co.....	52	Lowenfels & Co., B.....	11
Becton, Dickinson & Co.....	14	Muller & Co., Franklyn R.....	47
Betz, Frank S., Co.....	Back Cover	Nurses' Outfitting Assn.....	53
Bromley-Mercedes Mfg. Co.....	3	Nystrom & Co., A. J.....	34
Castle, Wilmot Co.....	41	Pick, Albert & Co.....	3
Campbell Electric Co.....	47	Putnam, G. P., Sons.....	44
Cherry, J. G. Co.....	50	Quaker Oats Co.....	51-52
Chicago Medical Book Co.....	49	Randall A. C.....	40
Chicago Surgical & Electric Co.....	55	Republic Mfg. Co.....	53
Coast Products Co.....	11	Rock Falls Mfg. Co.....	4
Colson Co., The.....	55	Scanlan-Morris Co.....	39
Cordley & Hayes.....	48	Schering & Glatz.....	34
Davis & Geck.....	Inside Front Cover	Schmidt Co., B. L.....	54
Denoyer & Geppert.....	42	Sexton & Co., John.....	8
Diack, A. W.....	6	Sherman, G. H., M. D.....	Inside Back Cover
Dougherty & Co., H. D.....	46	Smith's Sons, John E.....	53
Feick Bros. Co.....	36	Southern Cypress Manufacturers' Association.....	9
Fry Bros. Co.....	50	Spiro, C., Mfg. Co.....	54
Gendron Wheel Co.....	Inside Front Cover	Stanley Laundry Supply Co.....	43
General Laboratories.....	37	Storm Mfg. Co.....	53
Genesee Pure Food Co.....	35	Triumph Mfg. Co.....	49
Glidden Mfg. Co.....	54	Victor Electric Corp.....	2
Gum Lumber Manufacturers' Assn.....	45	Wappler Electric Co.....	12
Hoffmann & Billings Mfg. Co.....	38	White Dental Mfg. Co., S. S.....	38
Hospital Standard Publishing Co.....	40	Whitney, F. E., Co.....	54
Hobart Mfg. Co.....	10	Wright Wire Co.....	33

B-D

TRADE MARK



The (Genuine) Luer Syringe

Barrel and Plunger are ground to an exact fit and tested with needles against leakage under pressure. The (patented) "Spring Plunger Holder" automatically holds the Plunger stationary at any point of graduation.

Ask for a Copy of "The Luer Syringe" booklet

The Genuine—not the Imitation—

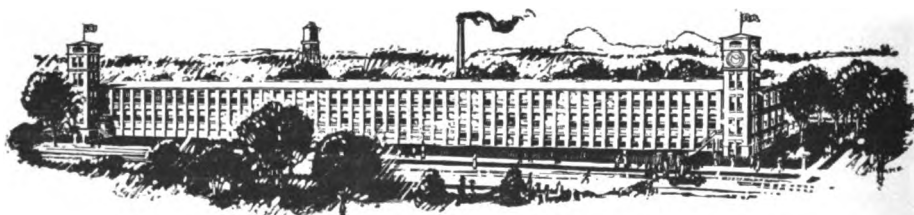
is made by

Becton, Dickinson & Company

Rutherford

Makers of B-D Fever Thermometers

New Jersey



FACTORY AND GENERAL OFFICE

B-D

TRADE MARK

June, 1918
Vol. V, No. 5

HOSPITAL MANAGEMENT

417 S. Dearborn
Street,
Chicago

Published in the Interest of Executives in Every Department of Hospital Work
Entered as second class matter May 14, 1917, at the post office at Chicago, Ill., under the act of March 3, 1879.

Both Are Serving the Nation



Nursing Situation Studied from All Angles

Ohio Superintendents Discuss Problems Created by the War And Opportunities for Broader Service of Community

How hospitals can serve the country to best advantage during the war, and at the same time meet the difficult problems which are involved in their administration today, was the big theme of the convention of the Ohio Hospital Association, held at the Hotel Deshler, Columbus, May 28 and 29.

The nursing situation, which is possibly the most interesting and important just now; the rehabilitation of disabled soldiers and sailors and the effect of the establishment of reconstruction hospitals by the Government on civilian institutions; the need for economies in hospital administration and how to bring these about—these and allied subjects were given attention in formal papers and round table discussions that were of immense value and helpfulness.

Representatives of the Surgeon General's department of the Army and of the War Service Committee of the American Hospital Association were present, giving the discussions a broader aspect than they could have had otherwise. In addition representatives of state departments of Ohio, including the commissioner of health and the chief medical examiner of the Industrial Commission, were present to state the relation of their organizations to the hospitals.

Welcome news to most of the superintendents present was that the Industrial Commission is investigating the cost of maintaining hospital beds with a view to increasing the allowance of \$15 a week which is now granted.

DR. WARNER NEW PRESIDENT

Dr. A. R. Warner, superintendent of Lakeside Hospital, Cleveland, and one of the most noted hospital executives of the country, was elected president of the association to succeed Mr. Fred S. Bunn, superintendent of the Youngstown Hospital, who presided over the convention with skill and discretion. Other officers elected included Dr. E. R. Crew, superintendent Miami Valley Hospital, Dayton, re-elected secretary and treasurer; Father M. F. Griffin, St. Elizabeth's Hospital, Youngstown, first vice-president; Miss Alice Thatcher, superintendent Christ Hospital, Cincinnati, second vice-president; Miss Mary A. Jamison, superintendent Grant Hospital, Columbus, third vice-president; and members of the executive committee, Mr. Bunn, Mr. J. Diekmann, superintendent Bethesda Hospital, Cincinnati; Miss Marie Lawson, superintendent Akron City Hospital, Akron; Mr. P. W. Behrens, superintendent Toledo Hospital, Toledo, and Mr. Frank E. Chapman, superintendent Mt. Sinai Hospital, Cleveland.

The 1919 convention will be held in Cleveland the third week in May.

The opening session was held Tuesday afternoon,

May 28, following registration of members, which occupied the forenoon. "America" was sung, standing, and following an invocation Father C. H. LeBlond, Director of Catholic Charities, of Cleveland, first vice-president, took the chair while President Bunn read his annual address. In his paper, which is given on another page, striking emphasis was laid upon the economic service of hospitals, and upon the need of educating the public to the value of this service.

SURVEY OF OHIO HOSPITALS

Dr. Crew then read his report as secretary and treasurer, referring to the 1917 convention at Columbus. An important feature of the work of association, reported by Dr. Crew, was the beginning of a survey of Ohio hospitals. Following a questionnaire which was sent to all the institutions in the state, 149 were registered, and these were shown to have 23,893 beds; 847 graduate nurses employed; 2,318 pupil nurses in their training schools; 80 dietitians in service; 119 housekeepers employed; 1,307 staff doctors enrolled; 274 interns in service and 3,101 beds offered and available for the use of the Government. Dr. Crew emphasized the fact that the compilation of complete information regarding the hospitals of the state is one of the important lines of work for the association to undertake and pursue.

The remainder of this session was devoted to a consideration of the nursing situation. Miss Belle Sherwin, of Cleveland, acting chairman of the Woman's Committee, Ohio Branch of the Council of National Defense, told of the work of this body in stimulating interest on the part of young women in nursing as a profession, and reported that about 300 recruits had been obtained thus far. Nurses, lay women and teachers have been working together, and organizations have been formed all over the state for this purpose. High school and college graduates have been appealed to especially. Newspaper publicity, posters and other advertising matter have been made use of, and a Cleveland committee did some newspaper advertising, acting as a clearing house in taking care of the resultant applications for admission to training schools. Emergency courses to allow entrance in the middle of the training school year, and summer schools at colleges, to give credits applicable in training school work, were indicated as having been arranged.

GRADED NURSING COMING

In the discussion following the paper, some question was raised as to the effect on civilian training schools of nurse training, or training of nurse's maids, in the military hospitals. Dr. Warner declared that the single standard of nursing is obsolete, and that



OHIO HOSPITAL ASSOCIATION IN CONVENTION AT HOTEL DESHLER, COLUMBUS, MAY 28 AND 29.

war-time requirements are making grades of nursing necessary.

Miss Sherwin added that the adaptation suggested by Dr. Warner is inevitable, and that attendants and nurses' aids are needed. They will be called such, and not nurses. Consultation is required in planning short courses, and she urged that the suggestions of the Nursing Committee of the General Medical Board of the Council of National Defense be not anticipated in arranging them.

Miss Florence Dakin, superintendent of Middletown Hospital, read a timely paper on "Trained Attendants," which is printed on another page of this issue, giving the experience of her institution in using this plan instead of operating a training school for nurses. Her suggestions will be found valuable to small hospitals which have had difficulties in getting probationers.

It was suggested in the discussion that attendants might come within the scope of the state labor law, but Miss Dakin emphasized the fact that they are students, and are classified as such. A number of other superintendents told of the use they are making of maids and attendants to supplement the work of the nurses. Some of those who receive girls who are not quite prepared to enter the school, by reason of educational deficiencies, are kept as sub-probationers and given work of this kind while they are making up these conditions.

A paper on "The Added Responsibilities of the Social Service Nurse Brought About by the War" was read by Miss Helena Stewart, Director of Public Health Nursing of the Ohio State Board of Health. She emphasized the importance of child welfare as calling for the services of the public health nurse, while industrial workers, tuberculous soldiers and other special classes will also require service. While hospital training is necessary in preparing the nurse for her work, she alluded with favor to the work of

universities along this line. Higher standards are coming and better facilities for training will be provided, she predicted.

DISTRIBUTION OF MEDICAL SERVICE

Dr. A. W. Freeman, State Commissioner of Health of Ohio, was the first speaker at the evening session, discussing "Present Day Medical Problems of the State." He said that proper distribution of the available medical service is the big problem, since one-sixth of all the medical doctors of the state will have entered military service by July 1. Fifty or sixty per cent must handle the service formerly provided by 100 per cent. It may be necessary to provide a medical draft to select doctors for various classes of work and detail them accordingly.

Returned tubercular soldiers are not getting attention, he said, and need sanatorium treatment. The department has been trying to get \$75,000 for a sanatorium in which to treat these soldiers. The army will hereafter treat soldiers who develop tuberculosis while in the service, instead of assuming that they must have contracted it before entering the ranks.

The need of hospital beds for the treatment of venereal diseases, which he described as a civil rather than a military problem, was emphasized. Some hospitals have separate wards in which these cases are treated, but most institutions will not accept them.

Better local health organization was also stressed as one of the important problems confronting the health administrators of the state.

HOSPITAL PROVISION INADEQUATE

An effective paper on "Compulsory Health Insurance" was read by Mr. John C. Lapp, Director of Investigation, State Health and Old Age Insurance Commission of Ohio. He said that no conclusions have yet been reached, and that an impartial investigation is being made. Of 11 days lost each year by the aver-

age workman, from 6 to 9 are compensable at present. In the ideal system, he said, cash benefits and medical and hospital care would be provided, and the latter is the more important. He noted that few compensation laws provide sufficient adequate medical and hospital treatment of injured men.

The question involves organization so that hospital service might be available anywhere in the state. Dr. A. R. Warner, a member of the commission, has suggested the adoption of a military plan, with an emergency hospital in each county, base hospitals in the larger communities and special hospitals in the large cities.

The problem of the handicapped man is another ele-



DR. A. R. WARNER,
Superintendent Lakeside Hospital, Cleveland,
The New President of the Ohio Hospital Association

ment of the health insurance question. Refitting men vocationally and physically is needed, and the military idea of rehabilitation should be applied to those wounded in industry, and complete hospital facilities given to the handicapped.

The Wednesday morning session was devoted to a Round Table Conference on War Time Economies. President Bunn was in the chair, and succeeded in making the discussions, as well as the leading talks, practical and specific.

UTILIZING CUT BANDAGES

Miss Nellie P. Parrish, superintendent of the East Liverpool City Hospital, led the discussion on operating room supplies. Bandages are taken off whenever possible without being cut, while cut pieces are used in making vulva pads. Bits of cotton are saved for the same purpose.

Operating gowns and sheets that are only partly soiled are washed out in the operating room and sterilized, without being put through the laundry.

In order to save sutures, smaller tubes are broken when additional material is required.

Miss Parrish said that surgeons are destructive of needles, and that it is now hard to get them, especially intestinal needles. The hospital is now using the lightest weight hemostats instead of needle holders.

McDonald's solution is used in the operating room. This is filtered and used over again, except in septic cases.

Cases dismissed from the hospital still needing redressings are supplied with sterile gauze at the rate of \$1 for three packages. They are requested to wash and return this after use.

Nurses are taught to sharpen knives and other surgical instruments. Formerly they were sent back to the instrument houses for regrinding.

Instead of sterilizing tubes of sutures, these are placed in a jar of 50 per cent carbolic acid. They are rinsed and put on the operating table for use.

MOTORS FOR SEWING MACHINES

Miss Mary A. Jamison, superintendent of Grant Hospital, Columbus, read a paper on housekeeping, describing the organization of her force along this line and the way in which cleaning and other housekeeping operations are carried on. All torn linens are mended before being sent to the laundry, and three motor sewing machines are employed for mending old and making up new articles. Walls of all rooms occupied more than a week are washed as soon as emptied, a regular routine being provided for this. The walls are kept in good condition by the use of a linseed oil soap, which does not damage the paint. They are painted with a high polish enamel. A permanent painter is employed, as well as a permanent carpenter and plumber. Another man is employed to do nothing but wash steps.

Miss C. L. Butterfield, superintendent of Martin's Ferry Hospital, dealt with the housekeeping question in her paper. She emphasized especially the difficulty of getting and keeping help, in view of the high wages paid in industries. Boys are being used in place of women for cleaning work, among other things, Miss Butterfield humorously remarked that if it were not for the drunken husband, whose habits require his wife to work, getting help in her hospital would be a difficult task.

An interesting point in her paper was that the use of a motor lawn mower had proven profitable. The hospital has two acres of lawn, and it is now a simple matter to keep it in good condition with the use of this implement.

Miss Sarah Benedict, dietitian of Miami Valley Hospital, Dayton, in discussing this subject, said that preventing overstocks in the tray kitchens is one effective form of economy. Ends of loaves of bread

are made use of in a "glorified steam pudding," made with figs, with bread crumbs as a foundation. Nurses are great coffee drinkers, but milk has been substituted with good effect for coffee at the midday meal. Meats are trimmed carefully and other fats recovered in the diet kitchens. This is clarified and used in frying. Everything used in cooking is measured.

EFFICIENCY IN THE LAUNDRY

Dr. A. R. Warner, superintendent of Lakeside Hospital, was asked to say something on the subject of operating the laundry, a matter which he has investigated with excellent results to the hospital. He emphasized the point that an excessive amount of



MISS ALICE THATCHER,
Superintendent Christ Hospital, Cincinnati,
Elected Second Vice-President Ohio Hospital Association

hand work is what usually makes laundry operations expensive. Ironing uniforms by machine and finishing a great many other articles, bath towels, for instance, in the drying tumbler, helped to solve the problem. Having the work spread out over the whole week, instead of concentrated into a few days, and establishing a central linen room, instead of separate supply rooms on each floor, also proved advantageous.

Miss N. Schildt, of Lakeside Hospital, read a paper on the reclamation of gauze, giving the details of this process, which is similar to the plans described in recent issues of HOSPITAL MANAGEMENT. Lakeside has been reclaiming its gauze for ten years, no special equipment being used. New gauze is used only when old material is not available.

Mr. Chapman made some interesting comments on the various papers. Surgeons in Mt. Sinai were

checked up on as to the consumption of sutures, he said, and the practice of breaking five or six tubes for each operation was ordered discontinued.

He suggested that a saving could be made by eliminating the promiscuous use of soap, and applying the cleaning materials which are adapted to the work to be done.

It is unnecessary, he suggested, to iron operating room supplies, which are to be stuffed into a bundle and put into the sterilizer anyway, before being used.

PAY NIGHT CLINICS

At the Wednesday afternoon session Dr. Warner read a paper on "Pay Night Clinics," describing the methods in use at Lakeside Hospital, which have been referred to in detail heretofore in HOSPITAL MANAGEMENT. He said that the Boston Dispensary established the first pay night clinic in 1913. Lakeside established its clinic with two departments, genitourinary and skin and syphilis, so that it was almost a venereal clinic. After it got on a paying basis a surgical department was added last January. Ambulatory cases discharged from the wards are treated here. It is again on a paying basis, and the next department was for eye work, involving the services of a specialist, optician and nurse.

The charge is 50 cents per visit, with an extra charge for medicine, etc. The equipment of the night pay clinic is the same as the day dispensary, except that all cases are treated as private patients, being received in an inner office. Pay clinics, he suggested, are especially adapted for small hospitals in mill towns, as there are many industrial cases which can be handled in this way.

Mr. Chapman said that a venereal clinic was provided on this basis at Mt. Sinai for venereal cases, having been in operation since 1916. Last year the work showed a profit of \$117. Light and rent were not charged against it, but supplies and the time of attendants were charged for. The fees were graded from nothing to 75 cents per visit.

Youngstown Hospital, Mr. Bunn reported, is likewise providing an evening pay clinic for venereal cases, which has been operating for four months. The fees range from fifty cents to \$5, the latter being the charge when salvarsan is administered. Women and children are among the patients.

A talk which was listened to with unusual interest was given by Dr. T. R. Fletcher, Acting Chief Medical Examiner of the Industrial Commission of Ohio on "The Relation of the Industrial Commission to the Hospitals of the State." The limit of \$200 fixed for medical and hospital care was responsible for bills not being paid in full. He explained that with the provision now in effect, whereby with the unanimous approval of the commission an increased amount may be made available for hospital service, Ohio is the

(Continued on page 44)

Want U. S. to Administer Medical Service

New York Conference of War Service Committee Develops Plan
To Manage Supply of Doctors and Nurses and Protect Hospitals

By Fred S. Bunn, Superintendent Youngstown Hospital, Youngstown, O.

A conference on war-time hospital problems was held under the auspices of the War Service Committee of the American Hospital Association in New York June 3. Hospital superintendents, medical educators, leaders in nursing and representatives of the Medical Department of the Army and the Red Cross were present at the meeting, which was presided over by Dr. S. S. Goldwater, chairman of the committee.

The big problems of medical and nursing service, labor supply, construction of new hospitals and the operation of Government hospitals for the reconstruction and rehabilitation of disabled soldiers were discussed from all angles. Action was summarized in two resolutions which were adopted, one favoring the establishment of a Federal health administrator to manage the supply of doctors and nurses with reference to the needs of civilian institutions, as well as war work, and the other calling on the Red Cross to assist civilian hospitals in maintaining an adequate labor supply. It was agreed that hospital construction must go on in spite of war conditions.

Dr. Goldwater called attention, in his opening statement, to the necessity of conserving the interests of the hospitals and preventing the disintegration of their organizations. He urged the creation of a health administrator, clothed with power in matters of public health similar to those conferred upon the food and fuel administrators in their respective fields. His work would be to develop and maintain medical service for war work and civilian uses.

SHORTAGE OF INTERNS

Mr. Richard P. Borden, secretary of the committee, reported the results of a questionnaire sent out to hospitals, which showed that about 20 per cent of their staff physicians were available for work in the Army, and that practically that many had entered the service. The investigation showed that while the War Department is now receiving about 300 applications monthly, 500 are needed; that many small hospitals are without interns, and that the number in the larger institutions is greatly reduced. He summarized the report as showing that the problem for the Army is acute, but that unless a sufficient personnel is left to man the civil hospitals, the source of a future supply of physicians will be cut off.

Discussion of the need of the medical service developed a great many aspects of the problem, as well as varying views of the best method of meeting the difficulty. Among the suggestions made were the following:

All medical graduates should be required to take an

intern or hospital year before being eligible for commissions.

Hospitals should be asked by the War Department to pass on the question of whether staff members can serve best in the hospital or in the Army. Recognition should be given those who remain at home.

All clerical and technical work should be done by others than medical men, laboratory technicians, nurse anesthetists and stenographers for history-taking having proved efficient.

Methods of increasing the number of medical students should be developed.

Assignments to internships should be made at the direction of the Surgeon General's office, to provide proper distribution of the available supply.

Col. John Allen Hornsby, representing the Surgeon General's office, said that civilian hospitals are being giving due consideration, but that all of the plans with reference to them cannot yet be announced.

The shortage of nurses and the difficulty of increasing the number of students in training constituted another big problem which was given careful attention.

NURSE TRAINING IN CANTONMENTS

Miss S. Lillian Clayton, of the Philadelphia General Hospital, who is president of the League of Nursing Education, was a vigorous proponent of the plan of establishing schools of nursing at the base hospitals at the national army cantonments, and believed that it would meet the requirements of the cantonments, while conserving the supply of graduates for home needs. Col. Hornsby said that only tentative approval has been given the plan by the Secretary of War, and that it is not regarded as the final solution of military nursing needs. Owing to the possible competition of these schools with civilian establishments, along with the necessarily limited character of the training offered, there was considerable objection to the plan on the part of those present.

Augustus S. Downing, Assistant Commissioner of Education of New York, favored the training of attendants for use under the supervision of graduate nurses as an emergency measure. The use of third-year pupils was objected to, as it was pointed out that these nurses are the only remaining available source of supply from which to fill executive positions in hospitals.

The labor supply was reported from all parts of the country as being woefully inadequate, due to the competition and high wages offered by industrial enterprises. Larger incomes for institutions were the only solution of the problem offered. Representatives of the Red Cross stated that financial aid from their organization might properly be expected, as their funds were raised to meet emergencies in both war and peace.

It was the consensus of opinion that necessary hospital construction should go on in spite of the war. Reliable figures were given to show that at least 2000 beds should be built each year to keep pace with normal demands, and that this number would undoubtedly be inadequate under war conditions, as with the shortage of physicians and nurses a much larger proportion of cases would be hospitalized.

Dr. R. R. Ross, of the Buffalo General Hospital gave figures to show that the cost of construction in his locality had increased much less than might be supposed, only about 1½c per cu. ft. as compared with three years ago. Mr. George W. Olson, of the Swedish Hospital, Minneapolis, said that the same conditions obtained in the Northwest. It was shown that consent of the Federal Reserve Board is necessary to finance such construction, but it has established a precedent by granting consent in several instances in New York State. This consent was conditioned, however, upon the use of materials which can be obtained locally and that will require a minimum of transportation.

The policy of the War Department with reference to the care of returned soldiers is not yet clearly defined. Col. Hornsby said that the country probably would be divided into zones, corresponding to the draft districts. There will necessarily be distribution centers at the ports of debarkation, where large numbers can be received and distributed. Eight thousand beds have been provided in New York, and 3,000 more will be available within two weeks.

Prof. James P. Munroe, of the Federal Board for Vocational Education, spoke of legislation now pending in Congress, which will give this board authority in the re-education of disabled soldiers. He said that Canadian methods are being investigated, and emphasized the necessity of securing the co-operation of the subject.

Chart Engine Room Performance

Mr. Frank E. Chapman, superintendent of Mt. Sinai Hospital, Cleveland, believes in having a check on every department, including the mechanical. For example, he keeps a chart of the performance of the engine room, he told the members of the Ohio Hospital Association at their recent convention. Indicating coal and ash records keeps those in this department "on their toes."

Mr. Chapman also advocated frequent and thorough inspection of the boilers, and suggested that water used for steam production should be analyzed to determine how to prevent or get rid of scale. All steam lines should be covered, and exhaust steam made use of.

Ammonia used in refrigeration should be used economically, and leaks in valves and pumps located promptly.

Will Meet in Minneapolis

Minnesota Hospital Association Plans
First Annual Convention for June 27-28

The importance of discussing present difficulties of hospital administration has led to announcement of the first annual convention of the Minnesota Hospital Association, which will be held at the new Curtis Court Hotel, Minneapolis, June 27 and 28. Mr. George W. Olson, superintendent of The Swedish Hospital, Minneapolis, is president of the association, 9 a. m., June 27, and the opening session will begin at 10 o'clock. A comprehensive program dealing with which was organized in April, 1917.

Registration of members and visitors will begin at general and war-time problems is in course of preparation. It is planned to devote one whole session to discussion of the nursing problem of the smaller hospitals.

A round table conference on conservation and every-day economies and details of hospital management will be a valuable feature of the program. By way of diversion an automobile drive around the lakes within the city, and luncheon at one of the nearby country clubs, is planned for those who attend the meeting.

The officers of the association besides Mr. Olson are Lieut. G. H. Murray, late superintendent More Hospital, Eveleth, now at Camp Dodge, Ia., first vice-president; Rev. J. A. Krantz, superintendent Bethesda Hospital, St. Paul, second vice-president; Sister Mary Joseph, superintendent St. Mary's Hospital, Rochester, third vice-president; Mrs. G. G. Eitel, superintendent Eitel Hospital, Minneapolis, secretary-treasurer. These, with Miss Harriett Hartry, St. Barnabas Hospital, Minneapolis; Rev. Henry Hartig, St. Andrew's Hospital, Minneapolis, and Dr. S. G. Cobb, Cobb Hospital, St. Paul, constitute the executive committee, which is arranging the meeting.

Paraffin Paper As Surgical Dressing

Paper in various forms is now being used so effectively as a surgical dressing that it is no surprise to learn that paraffin tissue paper is being applied in the dressing of burns or any other condition in which a nonadherent dressing is desirable. In an article contributed to the June 8 issue of *Journal A. M. A.*, Dr. Charles M. Harpster, of Toledo, said that it is superior to the paraffin dressing of burns by the spray method, is much more easily and rapidly applied and is more easily removed. It has the advantage of excluding the air, which relieves the pain of the burns, and it is readily removed at the time of redressing, leaving the developing granulations unaltered. Apparently this is the first application of paper as a moist surgical dressing.

Meeting of Catholic Hospitals in Chicago

Splendid Program Dealing With Various Aspects of
Standardization Arranged for Third Annual Convention

The largest gathering of Catholic hospital people ever held will take place in Chicago June 18-20, it is expected, when the third annual convention of the Catholic Hospital Association convenes. A strong and interesting program, built around the central idea of standardization, has been arranged, and interesting discussions are assured.

The meeting will be held in the hall of St. Francis Xavier's Academy, 4928 Cottage Grove avenue. The program as given out by Dr. B. F. McGrath, of Milwaukee, secretary of the association, does not include names of speakers, these being omitted, it is explained,



BERNARD FRANCIS McGRATH, A. B., M. D.,
Secretary Catholic Hospital Association

because of the changes that may be necessary on account of the demands of the war.

Archbishop Sebastian G. Messmer is honorary president of the association. Rev. Charles B. Moul-
inier, regent of the Marquette University School of Medicine, Milwaukee, is president, and the other officers include Sister Mary Joseph, St. Mary's Hospital, Rochester, Minn., first vice-president, and Sister Mary Esperance, St. Mary's Hospital, Minneapolis, second vice-president.

The program of papers, which will be closely adhered to, is as follows:

First Day—Tuesday, June 18.

9 a. m.—Mass and sermon, Convent Chapel, St. Francis Xavier's Academy, 4928 Cottage Grove Avenue.

Right Reverend Alexander J. McGavick, D. D., Auxiliary Bishop of Chicago.

10 a. m.—Registration. Payment of dues.

10:30 a. m.—Opening of Convention.

Address of welcome, Most Reverend Sebastian G. Messmer, D. D., D. C. L., Archbishop of Milwaukee. President's address, Reverend Charles B. Moul-
inier, S. J., Regent of the Marquette University School of Medicine, Milwaukee, Wis.; Hospital Visitor of the American College of Surgeons.

Address: "Hospital Standardization," Dr. John G. Bowman, Chicago, Illinois, Director of the American College of Surgeons, Director of Hospital Standardization.

12 to 2 p. m.—Recess.

Main Paper:

2 p. m.—"A Model General Hospital."

Supplementary Papers:

2:30 p. m.—"The Hospital: The community's greatest institution of unselfish service."

2:45 p. m.—"The Reception of the Patient: With kindness, intelligence and sympathy."

3 p. m.—"The Hospital's Responsibility: To ensure the continuous service of the physician or the surgeon to the patient while he is in the hospital."

3:15 p. m.—"The Necessity of Accurate Records: The patient's history, his stay in the hospital, his future condition. The importance of autopsies."

3:30 p. m.—"Laboratories: Who should direct them? Who should do the technical work?" The importance of the dietetic service.

3:45 p. m.—"The Hospital's Position in the Education of the Doctor."

4 p. m.—General discussion of the above papers.

Second Day—Wednesday, June 19.

Main Paper:

9 a. m.—"What Does the Hospital Owe the Patient?"

Supplementary Papers:

9:30 a. m.—"The Personnel of the Staff and Its Organization."

9:45 a. m.—"Group Diagnosis and Treatment."

10 a. m.—"The Care of the Patient's Mind: His contentment and confidence. The importance of social service for this and for the patient's future welfare."

10:15 a. m.—"The Hospital and Obstetrics. The Saving of the Seventh Baby."

10:30 a. m.—"The Care of Both the Physical and the Mental Health of Sisters and Nurses."

10:45 a. m.—"The Material Aspect of the Hospital."

11 a. m.—General discussion of above papers.

12 to 2 p. m.—Recess.

Conference

2 to 5 p. m.

Mothers General and Mothers Superior.

Superintendents.

Teachers of training schools.

Supervisors of records.

Operating room nurses.

Anesthetists.

Laboratory workers.

Dietitians.

Social service workers.

Third Day—Thursday, June 20.

9 a. m.—"The Profession of Medicine and the Business of Medicine. Fee-splitting."

9:30 a. m.—General discussion.

10 a. m.—"The Hospital in Its Relation to War Service."

10:30 a. m.—"The Catholic Church and Her Position with Regard to All Work Done in Behalf of Suffering Humanity."

11 a. m.—"The Aim of Catholic Hospitals in this Work."

11:30 a. m.—General discussion.

12 to 2 p. m.—Recess.

2 p. m.—Business meeting. Report of officers. Election of officers.

3 p. m.—Meeting of new board of directors.

"Trained Attendant" School at Middletown

How One Small Hospital Is Meeting Nurse Problem by
Twelve-Month Course—Field for the Practical Nurse

By Florence Dakin, R. N., Superintendent Middletown Hospital, Middletown, O.

[EDITOR'S NOTE: Middletown Hospital has successfully established a school for "trained attendants," not nurses, which has been in operation since the hospital was opened last October. Miss Dakin, the superintendent, believes that in view of the difficulties of small hospitals in nurse training, especially in connection with the maintenance of entrance requirements, this system best meets their special needs, while contributing to the supply of practical nurses, who are always in demand. Her paper was read at the convention of the Ohio Hospital Association in Columbus, May 28-29, and attracted much comment.]

That there is an absolute necessity for meeting the present need for nursing care is self-evident, so that any plan which may assist in solving this vital problem should be considered with an open mind, and all suggestions should be thoroughly investigated before being condemned.

One particular branch of hospital training—that of the trained attendant—offers a solution, and the object of this paper is to clearly present the matter, and to outline the course as it should be, not as it is under existing conditions. Up to the present time, the trained attendant has been connected principally with short, theoretical courses given in insane hospitals, homes for incurables, convalescent homes, or special institutions, such as eye and ear hospitals.

It is the employment of the attendant in the general hospital that I wish to emphasize, and I would like to explain that statement at once, so that it may not be misunderstood. We have two great classes of people who do nursing—the trained or graduate nurse, and the untrained or practical nurse. The latter is as essential and important as the former and has as necessary a work to do; perhaps, in a way, more, for she is employed by those unable to afford the graduate nurse, and whose life is often jeopardized by want of, or misdirected, care.

The term "trained attendant" is aptly chosen, for while it does not transgress upon the ideals incorporated in the word "nurse"—those ideals which we wish to and must keep intact—it infers that there has been training under supervision.

NURSE'S AID DEVELOPED BY WAR

The crying need of the great war nursing problem has brought into existence another class—the nurse's aid or untrained woman, who wishes to help and can give perhaps a few months to short course training.

Before reaching the conclusion I am coming to, I must speak of training schools in general, and those connected with small hospitals in particular.

The large schools are being better and better equipped. More resident instructors are installed, and larger opportunities given to the pupil nurse.

All these improvements bear directly upon the small hospital, with its training school of from six to fifteen nurses. The small hospital in many states has to meet its lack of service by affiliation with larger schools, and for that reason has to support more nurses than it is using for its own need.

The larger schools have so much more to offer in service, equipment and instruction, that there is a shortage in applicants in small hospitals, though often the requirements, educational and otherwise, are the same.

This brings us to two vital questions: The first—should we urge young women who are qualified to meet higher requirements to give two or three years of their lives to an institution which cannot provide training sufficient to equip its graduates for institutional work, nor provide a field for private practice, and which compels its graduates in a struggle for a recognized place to take a post graduate course in a better known hospital? It is certainly not fair to the young woman herself, for we are thereby perhaps unconsciously, depriving her of the opportunity she should have, if she has the required qualifications and if she is willing to give the time and strength to her profession.

EFFECT ON LARGER SCHOOLS

The second question is: is it fair to the larger schools (in hospitals of from 50 to 100 beds and upwards) to reduce their number of applicants by supplying qualified applicants for these many little schools which exist all over the country? The very large hospitals and well known schools are perhaps never short of applicants, particularly at the present time; but there are equally as many, if not more, medium size schools which find it difficult to keep up their required quota of probationers. This will be especially true should many of the measures suggested for increasing or establishing training schools be adopted.

The small hospital is quite as important in its way as the large, and it has its own serious problems to be solved, chief of which is the nurse training proposition. Now to bring together my subject and the situation as just presented in the large and small training schools, can we not establish schools for trained attendants connected with the small general hospitals (fifteen to fifty beds), which will do much towards solving many of the problems we have before us, and which we must meet soon, or the result of a dearth of nurses will be tragic.

First and foremost, these schools must not be in

any way identified or connected with regular training schools for nurses. They should be established as schools for trained attendants only, with a certificate—not a diploma—given at the end of the prescribed course. If the hospital with which the attendant school is connected is known and advertised as *not* maintaining a regular training school, the attendants cannot pretend to be graduate nurses of the hospital.

It is not necessary for the trained attendants to have any particular educational standards, nor is there any usually sufficient, and the age must be left to the discretion of the superintendent. This gives a chance for a good and useful occupation for women who have been denied educational advantages, or who are too young or too old to enter regular training schools, or who must be entirely self-supporting during the period of training. The available material for this work is very large, and it seems unwise, as well as unfair, to deprive so many of the privilege of administering to the sick as we do under present restrictions. If all the small hospitals would open schools for trained attendants, think how many of these women understanding ethics somewhat would be prepared in one year's time to meet the increased demand for those who can care for the sick and wounded, and supplement the graduate nurse in her work here and abroad.

HOW MIDDLETOWN PLAN WORKS

Perhaps an outline of the course of a small school for trained attendants, such as that connected with the Middletown Hospital, may be of benefit. The course is twelve months, with thorough instruction and practice in all branches in the practical work of nursing, some theory relating to this, and an equally complete instruction in dietetics and invalid cookery. We started this course in October, 1917.

The attendants are put into the wards at once on a month's probation, and during that time make beds, clean and dust wards and rooms, give cleansing baths, etc. At the end of this period they are put into the uniform of the school—brown cambric, white bib apron, cuffs and collar, but no cap—and for the next two months are taught simple treatments, such as enemas and douches and watching ether patients.

After three months, they are instructed in taking temperatures, pulses and respirations, administering medication—by mouth and hypodermically—giving temperature baths, sterilizing dressing instruments, etc. They serve one or two months on night duty, one month with the dietitian, where they are taught to make invalid delicacies and to prepare trays. They spend one month in the maternity wing, attending deliveries, assisting the graduate nurse, and giving after care under direct supervision. One month is spent with the social service nurse in her outdoor work, and they also serve a short time in the operating room, learning general operating room routine, and how to

handle instruments, etc., although never taking an active part in operations.

The attendants are required to do all the ordinary cleaning in the lavatories, wards and rooms, and the fact that much of their after success depends on these homely labors is emphasized. They are thoroughly instructed in disinfection, fumigation and the theory of the care of contagious diseases, as the hospital does not take these cases, except those usually found in general wards, such as typhoid or pneumonia.

ATTENDANT RECEIVES CERTIFICATE

At the end of the course the attendant receives a certificate signed by the hospital authorities, stating that she has passed satisfactorily this period of instruction and is qualified as a trained attendant for convalescent nursing, emergency work and first aid, and has an understanding of invalid cookery. This certificate can in no wise be mistaken for a diploma, nor can the holder pass for a graduate nurse by displaying it, for the word "nurse" is not used, but "trained attendant" is especially designated and her work stated to be that of a convalescent attendant with qualifications for emergency or first aid work.

The wards and floors are in charge of graduate nurses, who closely supervise the work of the attendant, and this is a fine field for the older nurse, whose strength is limited, and who can do managing rather than the actual hospital nursing. Those who are unable to serve their country either at home or abroad, for the reasons above mentioned, can be an infinite help in this way and so do their share to relieve present conditions.

For compensation, we give them \$10 a month for the first six months and \$15 to \$20 for the following six months. These prices may be modified to suit situations and conditions, but we must pay our attendants a higher salary than we would pupil nurses, as we are giving them less in theory and practice. The hospital furnishes board, room and laundry, and the privileges of the home are the same as they would be for pupil nurses.

The salary of the trained attendant after she has completed her course and takes outside cases should be from \$10 to \$15 per week, until her experience entitles her to more—\$18 or \$20. This cannot be strictly regulated, of course, but the doctors and all those who would be responsible in standardizing this approved schedule of prices, hospitals and registries can be informed of these charges by the hospital with which the school is connected.

By the demand for practical nurses in Middletown since I have been there, I am convinced there is a large opportunity for women who desire this branch of the work, and, to me, it is a privilege to train them properly to meet this demand.

Dr. Rush R. Richison has been appointed superintendent of the District Tuberculosis Hospital, Springfield, O.

See Hospital Service in Its Larger Aspects

Community Should Be Impressed With Economic Value
Of Institutional Work—Prevents Duplication of Machinery

By Fred S. Bunn, Superintendent Youngstown Hospital, Youngstown, O.

[Editor's Note: The address presented below was delivered by Mr. Bunn as president of the Ohio Hospital Association at the annual convention of the organization in Columbus, May 28 and 29. Mr. Bunn has an unusual faculty for making a clean-cut statement of conditions, and his references to war problems will appeal to many as the best possible summary of the situation.]

Readjustment is the corollary of war, and any interference with our habits of thought and action call for new decisions. Most of us are mentally lazy, and chafe under the necessity of having to step out of the beaten path, especially if that path has been worn smooth by our own efforts.

We have all labored diligently to build up our organizations, only to see them seriously disrupted by the departure of valuable staff men and head nurses for the war zone; to see our interns lured away by attractive offers elsewhere; to see our unskilled employes accept more lucrative positions.

We have seen the attitude of salesmen and supply houses change from one of solicitation of our patronage to one of apology for their inability to supply our requirements. Many things that were looked upon as necessities are no longer available or are prohibitive in price.

A merchant can say to his patrons, "Our stock is temporarily exhausted"; the contractor says, "I will be delayed in completing your work, because of the difficulty of getting help or supplies"; but when service to the sick or injured, the hospitals' commodity, is called for, the public will accept no excuse as valid for not having it ready to deliver at any hour of the day or night, seven days a week, 365 days a year.

SEE LARGER ASPECTS

Possibly one of the hardest problems that confronts the hospital superintendent is the difficulty of detaching himself sufficiently from a consideration of the details of his work to see its larger aspects.

I am committed to the proposition that the hospital has an economic value even greater than its humanitarian value. The modern hospital provides not only for the care of the sick poor, but offers to persons of whatever social standing their best possible chance for recovery from accident or illness. This it does by assembling in one place all of the equipment necessary for complete diagnosis and treatment; by furnishing a corps of specialists to aid the physician and to check up his findings.

The hospital centralizes the community's health producing machinery, and prevents duplication.

Every community now recognizes its obligation to protect its citizens from loss of property by fire, and willingly undertake to safeguard them from the ravages of crime. Is it not the duty of those of us who

know most about the advantages of the hospitalization of all serious illnesses to press home to society a recognition of its obligation to protect itself against disease, and to assume the function of maintaining an adequate repair shop for its disabled members?

Neither should we allow the community to forget the educational function of our institutions. A noted medical educator recently made the statement that the physician comes out of the medical college 20 per cent efficient and that the other 80 per cent of his education is received in the hospital. The nurse, whose value is recognized today as never before, in both war and peace, receives most, if not all, of the mental equipment for her profession from the hospital.

TABOO TAG DAY EFFORTS

As administrators of institutions of such vital importance, we should not have them belittled by seeking our support through charity balls and tag-day efforts.

An economic aspect of the hospital that war conditions will no doubt emphasize will be the conservation of the time of physicians. In our city this is being illustrated now. Two of our leading physicians, whose clientele has been markedly increased by the removal of some of our better men for war service, have refused to accept obstetrical cases unless they will agree to go to the hospital.

Hospital workers as a class have a most perplexing problem confronting them in the face of the numerous calls for their services, both from the Government and Red Cross, but it is a problem that cannot be solved in the mass. Each individual must decide for himself the field in which he can render the greatest service to his country. If he have a talent that will make him more useful in active war or Red Cross service than at home, his duty is clear; if, on the other hand, the place he must vacate at home is one difficult for another to fill, possibly the greatest test of his devotion will be to remain at his post of duty.

I believe it to be the solemn duty of every individual who is at present in a position of responsibility to determine calmly, and as impersonally as possible, to the satisfaction of his own conscience, whether his peculiar endowments will find their highest expression in terms of service in the war zone or at home. Neither our personal preferences nor our convenience should be allowed to enter into the question. This is a time when personalities count only as they contribute to the Cause to which every red blooded man and woman should be dedicated in these days of the world's travail.

How Dietitian Is Making Substitutes Popular

Easy to Find Foods to Take the Place of Wheat—Cutting Meat Consumption—Making Sugar Go Further

By Miss Bertha Beecher, Dietitian Christ Hospital, Cincinnati, O.

[EDITOR'S NOTE: The following paper was read before the Ohio Hospital Association at its annual convention in Columbus, May 28 and 29. For practical information regarding the use of the substitute in food conservation, her talk is to be particularly commended.]

Never before in the history of dietetics has the dietitian filled such an important and difficult place as at present. On her devolves the difficult task of saving food and of combining substitutes, making them attractive and palatable, as well as nourishing.

In the face of this, those who cater wisely for large groups of people are seeking to know the available foods, which include the old and well-tried, as well as the new.

The increasing number of foods at the disposal of the dietitian, resulting from the improved methods of agriculture and manufacture, is offering a pleasing variety to our dietaries.

The three classes of foods which comprise the large problem in the realm of conservation are:

WHEAT SUBSTITUTES NUMEROUS

1. Wheat: In saving wheat we, of course, must supply something else to take its place. Wheat substitutes mean any corn product, potato, or other vegetables, or food of similar material, which can be used alone or in combination with wheat for making flour mixtures.

To conserve wheat should not be a hardship for the American people, with the abundance of corn, rice, oats, barley, buckwheat, beans, peanuts and many others too numerous to mention. These substitutes do not decrease food values, but in many instances increase them.

In fact, many believe that for many purposes a mixture is much better than just one used alone. In using wheat substitutes we are urged to use locally grown products as much as possible, to save transportation facilities. And so we are making mixtures such as potato biscuits, mush cookies, gingerbread and the like, and the same mixtures made with barley, corn, and the other substitutes.

2. Meat: Considering the importance of meat in the diet, and the increasing cost of meat and other foods, it is quite essential that the dietitian find methods of preparing meat for the table which will make it go farther, and at the same time give the required food value.

The question whether the cheaper cuts of meat, prepared by longer methods, are as thoroughly and easily digested as the more expensive cuts broiled and roasted, has been satisfactorily answered by recent Government experiments. The returns show that there is practically no difference between the various cuts of meat or the meat from different animals,

with respect to either the thoroughness or ease with which they are digested, and that meats of all kinds and cuts are to be classed with the very digestible foods. Therefore, those who wish to use the cheaper cuts of meat need not feel that in so doing their families are less nourished than on the more expensive meats.

There are several ways by which the expense of meat can be reduced: by serving smaller portions; by serving meat less frequently; by special attention to the use of bones, trimmings, etc.; the wise use of left-overs; by watching market prices; by knowing the taste of the family.

The deficiency of protein in the diet need not be felt if eggs, milk, cheese, peas, beans, etc., are used instead. Beans and peas are valuable as food. They are rich in the building protein, iron and other materials, and furnish a large amount of fuel, and so as a substitute for meat we serve such dishes as bean-loaf, pea and bean souffles, and timbales, cottage cheese loaf with peanut flour, cheese loaf, peanut flour and pea loaf.

3. Sugar: The Allies need sugar, the battle lines now include much of their sugar land, and so, of course, they come to us for supplies.

In November, 1917, the French were allowed only one-fourth pound per person per week. We have eaten four times as much. To cut our consumption of sugar, we must eat less sweet food, put less in tea and coffee and dissolve what we do use. Use less on cereals.

MAKING SUGAR GO FURTHER

In the making of desserts in large quantities, a cup or more of sugar may be omitted without any perceptible difference in the flavor, and the saving in a week is quite worth while.

In making apple sauce, sweetening rhubarb and the like, much less sugar is required if the sugar is added after the fruits are cold.

Instead of sugar, use cane, corn, maple syrups, honey, molasses and fruit syrups. Cereals served with prunes and other stewed fruits will not require as much sugar.

By using raw, dried, stewed or baked fruits, instead of rich dessert and puddings, we will conserve wheat and fats as well as sugar.

Corn syrup may be used instead of sugar, and many dietitians have used syrup for the sweetening of ice cream and custards with much success.

In our own family we have been using a plain sugar syrup for sweetening beverages and cereals, and find that a given amount of sugar will go one-third farther when used in this way.

"Who's Who" in Hospitals

Personal Notes of Men and Women
Who Are Making the Wheels Go 'Round



REVEREND CHARLES B. MOULINIER, S. J.,
President Catholic Hospital Association

Father Moulinier is one of the best known Catholic clergymen in the United States. He has been especially interested in the progress of medical education and in the improvement of hospital work, particularly among the Catholic institutions. He was elected president of the Catholic Hospital Association at its first meeting in Milwaukee two years ago, and will preside over the convention in Chicago June 18-20. Just now Father Moulinier, who has a national reputation as an eloquent speaker, is taking an active interest in the standardization movement launched by the American College of Surgeons, and has been appointed hospital visitor by that organization.

Miss Elizabeth Springer has been appointed superintendent of Huntington Hospital, Huntington, Ind.

Dr. Walter E. List, acting superintendent of Cincinnati General Hospital, is a graduate of the medical department of the University of Cincinnati, and served as an intern at Christ Hospital in that city. He was assistant physician at Longview Hospital for the Insane, Cincinnati, for five and a half years, and was assistant superintendent of the General Hospital under Dr. A. C. Bachmeyer, now in military service, for four years.

Miss Lucy F. Ryder, R. N., superintendent of the Day and Night Camp, Brooklyn, is now director of the dispensary and social service work of the institution, which has closed its infirmary.

Mr. F. C. Hilker, superintendent of St. John's Riverside Hospital, Yonkers, N. Y., has resigned, effective June 1. He is now resting at his home in Brooklyn.

Miss Mary Elizabeth Lewis, superintendent of Grant Hospital, Chicago, has resigned to enter Red Cross nursing work.

Mr. Anthony Tall, former superintendent of the Emergency Hospital, Washington, D. C., is now superintendent of the Buffalo, N. Y., Homeopathic Hospital.

Dr. Magnus T. Hopper has been appointed medical director of the Carson C. Peck Hospital, Brooklyn.

Miss Anna Kandel has been appointed superintendent of the Springfield, O., City Hospital to succeed Miss L. J. Napier, who resigned to enter war work.

Mrs. Myrtle Burgner has been appointed superintendent of the new Pekin, Ill., Public Hospital.

Miss Gertrude A. Tarrant has been appointed superintendent of the Michigan State Sanatorium for Tuberculosis at Howell, Mich.

Dr. J. B. Bond has resigned as superintendent of the Western Hospital of Tennessee at Bolivar.

Dr. Emerson A. North has been appointed superintendent of Longview Hospital at Cincinnati.

Mr. Wallace G. Nye has been appointed business manager of the Minneapolis, Minn., City Hospital.

Dr. Edward P. Smith has resigned as superintendent of Mercy Hospital, Baltimore.

Dr. George W. Beach has resigned as superintendent of the Walker, Minn., State Tuberculosis Sanatorium in order to enter military service.

Miss Bertha Miller has resigned as superintendent of the Amasa Wood Hospital at St. Thomas, Ont.

Dr. Christopher G. Parnell has become superintendent of the University Hospital, Ann Arbor, Mich. He was formerly head of the health department at Jackson, Mich.

Miss Elizabeth Mills has been appointed superintendent of the University Hospital, Augusta, Ga., succeeding Miss Agnes Hartridge, who has joined the staff of Johns Hopkins Hospital, Baltimore.

To Try Centralized Purchasing

Guy J. Clark has been appointed assistant secretary and purchasing agent of the Cleveland Hospital Council, which recently decided to make joint purchasing arrangements on behalf of its members. The Council has become a member of the New York Hospital Bureau. Mr. Clark was formerly assistant buyer of the city of Cleveland. The experiment will be watched with interest, as similar methods in use elsewhere have met with varying degrees of success.

The Fort Worth, Tex., Baby Hospital has been opened. It was built by the women's clubs of the city. Dr. K. H. Beall is resident physician.

Hospital Management

Published in the Interest of Executives in Every Department of Hospital Work

Published on the fifteenth of every month by the
CRAIN PUBLISHING COMPANY

INCORPORATED

417 S. Dearborn Street, Chicago.

G. D. CRAIN, JR., Managing Editor.

SUBSCRIPTION PRICE : : : : : \$2.00 PER YEAR

OFFICIAL PUBLICATION, OHIO HOSPITAL ASSOCIATION

New York Office: 621 Broadway, JAMES KRIEGER, Manager.	Boston Office: Old South Bldg., A. W. RIDGOUT, Manager.
Cincinnati Office: First National Bank Bldg., KENNETH C. CRAIN, Manager.	

Vol. V.

June, 1918

No. 5

Hospital Convention Calendar

Catholic Hospital Association, Chicago, June 18-20, 1918.

Minnesota Hospital Association, Minneapolis, June 27-28, 1918.

American Hospital Association, Atlantic City, N. J., September 24-28, 1918.

American Dietetic Association, Atlantic City, N. J., September 24-28, 1918.

Ohio Hospital Association, Cleveland, May, 1919.

The Ohio Convention And Others

Those who read this issue carefully must be impressed with the practical character of the discussions at the convention of the Ohio Hospital Association at Columbus last month. Every superintendent who attended the meeting got real help from the sessions.

The War Service Committee of the American Hospital Association held a conference in New York June 3 to discuss the vital problems created by war conditions. This also is reported in this issue, and reflects the importance of bringing to bear the best thought of the best minds on given problems and difficulties.

The Catholic Hospital Association's meeting in Chicago June 18-20 and that of the Minnesota Hospital Association June 27 and 28 in Minneapolis are gatherings whose immediate value to those who participate is assured.

These strenuous wartimes demand of the superintendent that he shall be abreast of the situation in every respect. He must know what other executives are doing to meet the requirements of institutional work, and if he is to get the best results he must have before him data obtained through the experience of others as well as himself. In short, he must cooperate.

Every state ought to have a live association. Legislative and industrial conditions are determined largely along state lines, and that means that state gatherings can deal in a very effective and specific way with their own local problems. With the example of Ohio, Minnesota, West Virginia and other states before them, the hospitals of other commonwealths should get together and work out the solutions of their chief difficulties. It can be done.

Keep the Home Fires Burning

Everybody admires the patriotism and courage of the man or woman who gives up all at home and goes to France to render service at the battle-front. Yet without detracting in the least from the value and splendor of that service, it is necessary to realize that work must be done at home, that the civilian population must be cared for, and that the home fires must be kept burning.

Hospital superintendents are having opportunities to undertake war service that will call them away from their institutions. Nurses holding executive positions in hospitals and institutions feel the strain when recruiting is undertaken and appeals made that allow for no exceptions. Staff doctors, industrial surgeons and others whose professional duties are of a peculiarly important and indispensable character cannot help feeling that if they remain on the job they will lay themselves open to the suspicion of being less patriotic and less zealous in the national cause than those who enlist.

Doctors and nurses and executives are needed over there—but service at home must be maintained as well. Each one, as President Bunn told the Ohio Hospital Association, must determine for himself where he can best serve, and make his decision accordingly. The work at home is not spectacular, and there is no glamor about it; but it must be done.

Hospital executives, staff members and industrial surgeons are entitled to recognition and special appreciation for their work, in view of its necessary and vital quality.

Should Nurses Do Maids' Work?

One of the most significant statements made at the convention of the Ohio Hospital Association at Columbus, which is reported in this issue, was that of Miss Mary A. Jamison, superintendent of Grant Hospital, of Columbus, who said:

"I hear other hospitals saying that they cannot get nurses, and feel that the secret of our success along this line is partly due to the fact that the nurses are not supposed to do maids' work. They are taught how to clean, but they are not at the hospital for a course in housekeeping, and so we do not expect them to do it."

This remark, taken in connection with the statement of Miss Belle Sherwin, of the Women's Committee,

Ohio Branch of the Council of National Defense, who said that one of the objections offered by many parents against their daughters entering training schools was that the work is too hard, is at least suggestive.

The tendency at present among hospitals is to provide better support for the nurse in the way of maids, so that cleaning and similar duties which are not essentially nursing operations, may be performed by them, rather than the student nurses. Undoubtedly the development of this idea will make hospital conditions more attractive and will lead to a larger number of well-qualified young women entering the training schools.

Night Clinics and Industrial Cases

The pay night clinic, which has developed impressive proportions in the past few years, has a special value and importance in connection with handling ambulatory industrial surgical cases.

Under prevailing conditions, hospitals can usually charge compensation boards only for treatment of injured workmen who actually occupy hospital beds. If the cases are treated through the dispensary, where free service is rendered to the general public, no charge can be assessed, as a rule, the idea being that there is no reason why the state should pay for service which is given without charge to everybody else.

Some hospitals have met this by sending all industrial cases which can be handled in that way to the offices of doctors on their staffs, the doctor making the charge and collecting the fee. A few hospitals have organized separate clinics for industrial cases, paying the doctors who serve them a definite fee, and collecting all of the charges.

In view of the fact that the pay clinic has appealed to all sections of the public, and especially to workmen, the opportunity is thus presented to extend the service of evening clinics of this character to industrial surgical cases, in the treatment of which the regular charges can be assessed and collected.

Industrial Uses of Reconstruction Hospitals

While the important purpose to be served by the location of reconstruction hospitals by the United States Government for the purpose of rehabilitating and re-educating disabled soldiers appeals to everybody as a remarkably wise and provident measure, their establishment brings to mind another purpose which is almost equally important. In fact, because it involves the solution of a permanent problem, rather than one peculiar to our own generation, it may be considered even more necessary than the other.

That is the possibility of using these reconstruction facilities for the purpose of refitting for successful participation in industry employes who have been disabled by accident or disease. These men have largely been the wastage of industry up to this time; present-day studies and facilities shortly to be provided

should enable this wastage to be salvaged, and one can only hope that this will be done.

The advantages of using the vast machinery now to be created for the service of the military establishment in the rehabilitation of those disabled in the industrial battles which must also be waged are so obvious as to require little comment. But the possibilities of the plan are nothing short of thrilling, when one realizes the opportunity thus created for the reduction of the economic waste caused heretofore by the discarding of men who might have been retrained and placed back in industry on a favorable basis as to earning power.

Wright Executive Secretary

American Hospital Association Gets
Cleveland Man To Arrange Convention



MR. HOWELL WRIGHT,

Executive Secretary, Cleveland Hospital Council, Who Becomes
Temporary Executive Secretary, American Hospital Association

Mr. Howell Wright, executive secretary of the Cleveland Hospital Council, has been appointed executive secretary of the American Hospital Association. The appointment is temporary, and was made to enable arrangements for the annual convention at Atlantic City in September to be completed.

The Cleveland Hospital Council has agreed to lend the services of Mr. Wright to the association, and after consideration he has agreed to accept the post. He will immediately take charge of the duties connected with the work of making the Atlantic City convention a great war conference, of maximum service to the hospitals.

INDUSTRIAL DEPARTMENT

Arrangement of Treatments in Industrial Work

Conservation of Time of Doctor, Nurse and Workman
Demand System in Providing Hour for Redressings

By G. H. Wood, M. D., Formerly of the Studebaker Corporation, Now of Frederick Stearns & Co.,
Detroit, Mich.

When I went to a new position, a few years ago, it became my duty to begin at the foundation and build up a system of both medical procedure and record keeping. As I had to plan and inaugurate my system while doing, alone, from thirty to sixty treatments and dressings a day, it will be readily understood that the process required many months to develop anything like a semblance of perfection.

My first step in treatment was to establish a routine of instructing every patient to keep his dressings on, undisturbed, and to return for redressing either the same day or the next day, and to continue so doing until discharged. This resulted in a large number of treatments, and a consequent decrease in the time available for planning and inaugurating complete general systematic methods, thus making my task more difficult, but showing distinctly satisfactory therapeutic results.

At the same time, my first step in record-making was to improvise a record based on my experience in railroad bookkeeping. It consisted of a large sheet ruled to accommodate about twenty cases, each case occupying one line and receiving a serial number. One of these sheets would ordinarily be sufficient for all of the new cases in a day. This was used about two years, when it was replaced by a card system. Neither system is perfect. Each has distinct advantages and serious disadvantages.

The next problem to be confronted was that of lost time, due to the men being away from their work for treatment, frequently a number of them arriving at about the same time and filling the waiting room, waiting for their turn. At first they were instructed to return during certain definite periods, such as "between 8 and 11 a. m." and "between 2 and 4 p. m.," and were given slips bearing their case numbers, thus giving instant reference to their case records.

This worked fairly well under ordinary conditions, but every little while there would be a run of an unusually large number of cases, or there would be one or more cases of unusual severity, requiring much time for attention, so that there would be a congestion in the waiting room, and the foreman would complain of interference with production.

To remedy this condition the management installed the blank shown here as Form 1, with the idea that every patient should be given an appointment for a different time. This was used persist-

ently for months, with only partial success, as it was impossible to carry in mind even an approximation of the various appointments made during a day. By this time the work had grown so that I had assistance, and that complicated the problem.

I then drew up the blank shown as Form 2, and

INSTRUCTIONS: Made by Doctor. Given to injured employee who is to report for subsequent treatments. Must be presented to Foreman for his O.K. before going to Hospital.

In _____
Foreman Dept. No. _____
Please have the _____
Clock No. _____ Report at _____
Hospital _____ at _____

INSTRUCTIONS: — Made by Doctor. Given to injured employee, who is to report for subsequent treatments on the date and at the hours indicated below. Must be presented to Foreman for his signature before going to Hospital, each time.

Name Smith, John
Clock No. 2732 Dept. No. 17 Plant No. 1

TO REPORT				
DATE	TIME	TO	UNTIL	FOREMAN
1/4	9:00 A.M.	Dr. W.		JPS
1/5	9:00 A.M.	7	1/10	
	A.M.			
	P.M.			
	A.M.			
	P.M.			
	A.M.			
	P.M.			
	A.M.			
	P.M.			
	A.M.			
	P.M.			
	A.M.			
	P.M.			
	A.M.			
	P.M.			

ABOVE, FORM 1, FIRST USED IN ASSIGNING TREATMENT HOURS

BELOW, FORM 2, AN IMPROVEMENT OVER THE FIRST SYSTEM

every time an appointment was made the time was checked off on this form. Thus it was always evident at a glance just what appointments had been made. Two copies of the form were kept constantly on the desk, the one for the present day and the one for the next day.

Later, in order to obviate the necessity of making out a new treatment notice for each patient every day, and also to facilitate the efficient handling of each case, Form 1 was changed to Form 3. This form indicates instantly whether the doctor will attend to the case again himself or whether the redressing may be done by a nurse or other attendant.

In Form 2 a horizontal line through the time indicates an appointment made; one or two vertical lines through the same time indicate that the appointment has been kept.

Of course not all appointments are kept, some patients are tardy, sometimes for good reasons and sometimes without reason. Some fail altogether to report. But by this method the appointments have been distributed quite evenly through the most convenient part of the day, they have been better kept, the tendency has been constantly toward further

Engagements for

A.M.	P.M.
7:00	
7:05	12:05
7:10	12:10
7:15	12:15
7:20	12:20
7:25	12:25
7:30	12:30
7:35	12:35
7:40	12:40
7:45	12:45
7:50	12:50
7:55	12:55
8:00	1:00
8:05	1:05
8:10	1:10
8:15	1:15
8:20	1:20
8:25	1:25
8:30	1:30
8:35	1:35
8:40	1:40
8:45	1:45
8:50	1:50
8:55	1:55
9:00	2:00
9:05	2:05
9:10	2:10
9:15	2:15
9:20	2:20
9:25	

FORM 3, NOW EMPLOYED IN ARRANGING TREATMENTS

improvement, the situation has been kept fairly well under control of the physician in charge and the lost time has been reduced close to the "irreducible minimum."

Industrial Service in France

Service Medical for workers as conducted by French Government, reports *Industrial News Survey*, includes, (1) emergency hospitals in industrial districts, (2) infirmaries, (3) individual medical inspection, (4) maternity department, including provision for protection of infants.

Organize Local Chapter

Industrial physicians of Youngstown, O., which is one of the greatest industrial centers of the country, have organized as a local chapter of the American Association of Industrial Physicians and Surgeons. Dr. R. L. Cameron, Republic Rubber Company, is temporary chairman, and Dr. Phipps, Republic Iron & Steel Company, is temporary secretary-treasurer. Other members include Dr. Royal Y. Dobbins, Youngstown Sheet & Tube Company; Dr. C. C. Booth, Republic Iron & Steel Company; Dr. H. C. Evans, Carnegie Steel Co.; Dr. J. F. Lindsay, Brier Hill Steel Co.; Dr. T. H. Lautenschlager, Sharon Steel Hoop Company; Dr. G. L. Pearson, Trussed Concrete Steel Company; Dr. K. W. Allison, General Fireproofing Co. and Dr. Luxton, Youngstown Sheet & Tube Company.

Suggestions Regarding Hernia

The June Health and Safety Bulletin of the American Seeding Machine Company, Richmond, Ind., contains the following suggestions to workers regarding the prevention of hernia:

- Don't try muscular feats beyond your strength.
- Don't try to move objects too heavy for you by yourself—get help.
- Don't lift in awkward positions.
- Don't strain your back in lifting—use your legs.
- Don't squeeze your waist with a tight trouser belt. Wear your belt low so that any pressure from it will come on the hip bones.

Trachoma in Ohio

Dr. A. W. Freeman, State Commissioner of Health of Ohio, has announced the establishment of a trachoma clinic, with a specialist and two nurses, which will take care of these cases in communities needing special attention. While trachoma has been confined to the rural districts heretofore, Dr. Freeman indicated that the high wages now being paid in the industrial centers is attracting the country people, who are thus in a position to spread the disease and make it much more dangerous than heretofore.

Inspect Sears-Roebuck Plant

Members of the American Association of Industrial Physicians and Surgeons were guests of Sears, Roebuck & Co., of Chicago, at a luncheon June 11, followed by an inspection of the plant, including the hospital and health supervision departments. The invitation was extended by Col. Harry E. Mock, former chief surgeon of the company.

Miss Gunther Assistant Secretary

Miss Pauline Gunther, who has been assisting Col. Harry E. Mock, secretary of the American Association of Industrial Physicians and Surgeons, was appointed assistant secretary following the convention in Chicago, June 10, when Dr. Francis D. Patterson was elected secretary. Her office is in the People's Gas Building, Chicago.

Appointed Chief Surgeon

Dr. W. Todd Turnehough, formerly medical superintendent of the Franklin Square Hospital, Baltimore, has become chief surgeon of the DuPont Mills at Parrin, N. J.

Industrial Surgeons Ask U.S. for Recognition

Association Says Care of Workers Is Necessary War Measure
— Reconstruction Machinery to Help Industrial Cripples



BANQUET OF INDUSTRIAL PHYSICIANS AND SURGEONS IN FLORENTINE ROOM, CONGRESS HOTEL, CHICAGO, JUNE 11

Industrial surgeons are serving the army of workers whose efforts make possible proper support of the men in the front line trenches in France, and they should be properly recognized by the United States Government. This was the keynote of the third annual convention of the American Association of Industrial Physicians and Surgeons, held at the Congress Hotel in Chicago June 10.

Possibly the most impressive feature of the program was emphasis laid upon the reconstruction, re-education and rehabilitation of disabled soldiers, both with reference to their absorption in industry, and with reference to the use of the great machinery thus created for the service of those wounded in industry, who heretofore have not been properly taken care of.

Many of the addresses bore on this topic, and it was declared that the manufacturers of the country stand ready to provide places for those who have been industrially trained after being disabled by wounds or disease while in the service of the country. Employment will be sought, however, along purely economic lines, and without a trace of sentimentality.

MOCK ELECTED PRESIDENT

Lt.-Col. Harry E. Mock, former chief surgeon of Sears, Roebuck & Co., of Chicago, and now in the office of the Surgeon General of the Army in Washington, was elected president of the organization, succeeding Dr. J. W. Schereschewsky, of the U. S. Public Health Service, who is now First Assistant Surgeon General of the U. S. P. H. S. at Washington. Dr. Francis D. Patterson, Chief of the Division of

Industrial Hygiene and Engineering, Department of Labor and Industry of Pennsylvania, who has been active in the organization from its inception, was made secretary and treasurer, succeeding Dr. Mock.

Other officers elected were as follows: First vice-president, Dr. T. R. Crowder, the Pullman Company, Chicago; second vice-president, Dr. Otto P. Geier, Cincinnati Milling Machine Company, Cincinnati; directors, Dr. Schereschewsky, Dr. D. B. Lowe, B. F. Goodrich Rubber Company, Akron; Dr. E. H. Hanna, Cadillac Motor Car Company, Detroit; Dr. A. W. Colcord, Carnegie Steel Company, Clairton, Pa.; Dr. H. P. Hourigan, the Larkin Company, Buffalo; Dr. Judson C. Fisher, Globe Insurance Company, New York.

Dr. C. A. Lauffer, Westinghouse Electric & Mfg. Company, East Pittsburgh, Pa., was chairman of the Nominating Committee.

In his annual address Dr. Schereschewsky laid emphasis on the necessary part played by the industrial physician and surgeon in the work of winning the war. He reasoned that concerted action is now necessary to protect the health of the industrial group of the population, and urged the organization of some unifying agency, of which he believed the United States Public Health Service might well be the nucleus. Federal, state and local health authorities, he thought, must co-operate, especially since there is a shortage of medical men available for this work, which may even lead to the development of a socialized system of medicine.



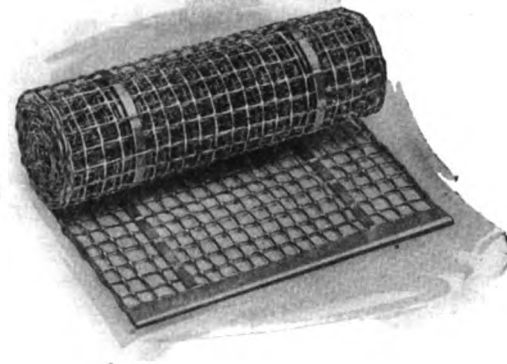
**PREFERRED
BY
INDUSTRIAL
SURGEONS
UNIFORMLY**

"Universal" Because It Can Be Molded to Fit Any Surface

One of the prime advantages of Excelsior Universal Wire Gauze Splint is that it makes a comfortable, convenient protection, without binding. It can be molded to fit the surface, so that it can't slip or slide. Little pressure is needed to hold it in place. It can be used for any purpose where a splint is required, and can be prepared in a fraction of the time ordinarily required.

Tried in War Surgery, Adapted for All Civilian Use

Excelsior Wire Gauze Splints have been tried in war work, and found to be admirable, meeting the needs of rapid emergency surgery and rendering service that has made them indispensable "over there." Industrial surgeons over here are using and recommending the Excelsior because experience has demonstrated its utility.



Send for Booklet on Bandaging

You will be interested in our new booklet on first aid methods, which describes in detail methods of bandaging and proper use and application of the Excelsior Universal Wire Gauze Splint. It is free.

WRIGHT WIRE COMPANY,

Worcester, Mass.

Branches: New York Boston Philadelphia

Chicago San Francisco

Full Stock Carried by These Dealers

Massachusetts—Moore & Company, Inc., Worcester.
E. F. Mahady Co., 671 Boylston St., Boston.
Pennsylvania—Charles Lentz & Sons, 31 South 17th St., Philadelphia.
Illinois—Sharp & Smith, 155-157 N. Michigan Boulevard, Chicago.
Minnesota—Standard Medical Supply Co., 1006 W. Lake St., Minneapolis.
Michigan—The J. F. Hartz Co., 103-105 Broadway, Detroit, Mich.

Nebraska—The W. G. Cleveland Company, 1410-12 Harney St., Omaha.
Ontario—The J. F. Hartz Co., Ltd., 24-26 Hayter St., Toronto.
Texas—Kirby Instrument Company, 1817 Main St., Dallas.
California—Wright Wire Company, 111 Townsend St., San Francisco.
Oregon—Woodward, Clarke & Company, Portland.
Washington—W. C. Newton, Spokane.



In What Form Do You Use Iodine ?

IOCAMFEN

Iocamfen is extensively used in Military Surgery in the management of deep, jagged, soiled and infected wounds, as well as by numbers of surgeons in charge of workers in large industrial institutions, railroads, mines, stores, etc.

Iocamfen is an interaction product of Iodine, Camphor and Phenol. Contains about 7 1/4 % free Iodine, held in perfect solution without the aid of alkaline iodides, alcohol, or other solvent. Has greater stability and higher antiseptic action than Tincture of Iodine with better adhesion, greater penetration and healing qualities.

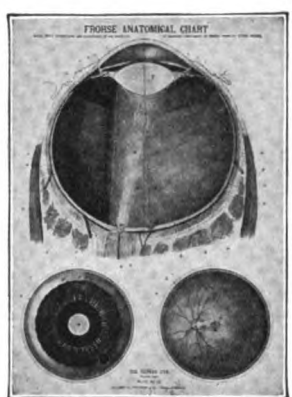
Camiofen Ointment (formerly called Iocamfen Ointment) is prepared with IOCAMFEN and used where additional emollient action is desired.

Both products accepted by the Council on Pharmacy and Chemistry, American Medical Association.

Information and Literature from

Schering & Glatz, Inc.
150-152 Maiden Lane New York

WAR DEMANDS



QUICK TRAINING OF NURSES

The best way to
do this is to use

FROHSE

Life Size

ANATOMICAL CHARTS

American Edition

By PROF. MAX BRÖDEL

Frohse Eye Chart
Actual Size 38x32 in.

Paste on a Postal Card with your name and address and mail

Gentlemen:

Send me free, a colored reproduction and descriptive matter that I may have detailed information about the Frohse Life Size Anatomical Charts.

H. M. 6-18

A. J. NYSTROM & CO., Publishers
2251 Calumet Avenue CHICAGO

One of the speakers at the morning session was Sir James MacKenzie, of London, who made a plea for greater appreciation of the general practitioner, and less stress upon the work of the specialist, who, he thought, saw things too much in terms of his own specialty.

Sir James and Dr. Edward Martin, of Philadelphia, now a major in the Medical Reserve Corps, were elected honorary members of the organization, the same honor being accorded Dr. William A. Evans, past president of the American Public Health Association.

Dr. Irvin Clark, of the Norton Company, Worcester, Mass., who recently has returned from France, spoke of the great work being done over there by Dr. C. C. Burlingame, chief surgeon for Cheney Brothers, and Dr. John J. Morehead, formerly with the New York Subway. Dr. Burlingame is head of the Supply Service of the Military Affairs Committee of the American Red Cross in Paris, and is handling all of the medical supplies for the United States Army. He is doing a big job and doing it well, Dr. Clark declared. Dr. Morehead, on the other hand, has been managing a Red Cross hospital just back of the firing line.

"The industrial surgeon makes good anywhere you put him," Dr. Clark said, "because he is used to handling emergencies, and is accustomed to organizing. He fits in."

A resolution sponsored by Dr. Patterson was proposed, calling on the Federal Government to commission industrial surgeons and to assign them for duty at the factories where they were employed, as a recognition of the military value of their work. After discussion the resolution was adopted in a somewhat different form, providing that a committee of five appeal to the Surgeons General of the Army, Navy and Public Health Service, and to the President if necessary, in order to get proper recognition of industrial physicians as necessary workers in caring for the health of the industrial army whose operations are just as necessary as those of the men at the front. Discussion brought out the fact that industrial doctors have been constantly importuned to enlist, whereas many of those high in authority at Washington now realize the great importance of keeping them on the job at home, since their going would leave vacancies it would be difficult if not impossible to fill.

URGES INDUSTRIAL PROPAGANDA

At the afternoon session Dr. C. D. Selby, of Toledo, O., spoke on "Relation of the Medical Profession to Industrial Efficiency in War Time," in which he emphasized the importance of the service rendered by industrial physicians, and suggested that members of the organization impress the character and scope of their work upon the profession as a whole through

More of the Popular "Short Cuts"



GLORIFIED RICE

One of every three dietitians knows how to make the new-style whipped Jell-O dishes. Two to one is an immense majority on the wrong side.

The process is a simple one and once understood is a source of unexpected convenience and comfort.

Take a minute, please, to read the following directions for whipping Jell-O, and then start a series of new experiences in preparing, without fuss, muss or fumble, delightful dishes that are imperfectly described by the stereotyped old words, "tempting," "dainty," "attractive," and even "satisfactory."

How to Whip Jell-O

Dissolve the Jell-O powder in boiling water as usual. Begin to whip the jelly while it is still liquid—cold but not yet congealing—and whip till it is of the consistency of thick whipped cream. Keep the Jell-O cold while whipping by setting the dish in cracked ice, ice water or very cold water. A tin or aluminum quart measure is an ideal utensil for the purpose. Its depth prevents spattering, and tin and aluminum admit quickly the chill of the ice or cold water. Add cream or whatever else goes into the dessert after—not before—whipping the Jell-O. The whipping process more than doubles the quantity of plain Jell-O, so that when whipped one package of Jell-O serves twelve persons instead of six.

Glorified Rice

The dish shown at the upper left of this page is made of whipped Lemon Jell-O and rice. Following is the recipe:

Dissolve a package of Lemon Jell-O in half a pint of boiling water. Add one-half pint of canned pineapple juice or any fruit juice. When a cold liquid, whip to the consistency of heavy whipped cream. Have two cups of cold boiled rice cooked dry. Fold the rice into the whipped Jell-O. Add one cup whipped cream, four tablespoonfuls sugar, and salt to taste. Set in a cold place to harden.

The whipped cream may be omitted and the Glorified Rice will still be a most delicious dish.

Starting with whipped Jell-O as a foundation, practically every form of Bavarian Cream can be made by using different fruit and without the use of whipped cream or other expensive ingredients.

If you have never whipped Jell-O you will be surprised when you do whip it to discover that you have been missing short cuts, time savers and satisfactory results in making up your desserts.

There are six pure fruit Jell-O flavors: Strawberry, Raspberry, Lemon, Orange, Cherry, Chocolate.

The 1918 Jell-O Book tells about the latest things in Jell-O desserts and salads. It is a beautiful book, full of good things, and will be sent free to any nurse or dietitian who will send us her name and address.

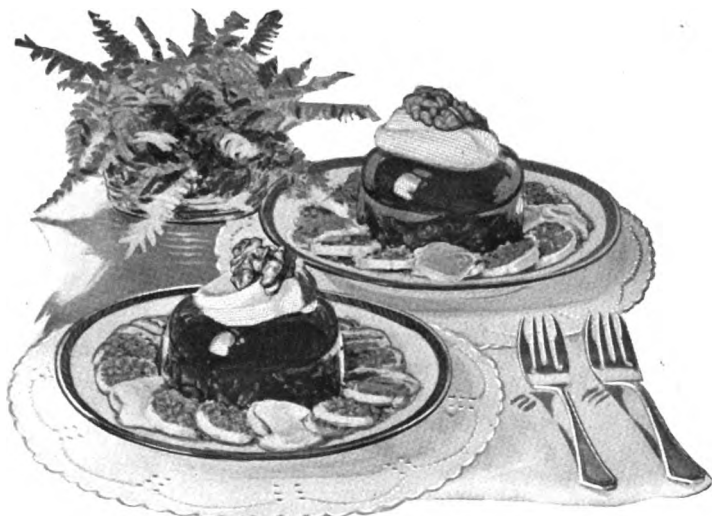
**THE GENESEE PURE FOOD
COMPANY**

Le Roy, N. Y., and Bridgeburg, Ont.

Beauty Salad

The recipe following, for Beauty Salad, is one of the simple ones that are so very popular just now. It is made of "plain" Jell-O, without whipping:

Dissolve a package of Raspberry Jell-O in a pint of boiling water and fill individual moulds or cups one-fourth full. Coarsely chop three bananas, sprinkle with lemon juice, and add half a cup of English walnut meats coarsely chopped. Put the mixture in the moulds and pour on rest of Jell-O when it is a cold liquid. At serving time arrange slices of banana around the turned-out Jell-O and sprinkle them with nut-meats. Serve with salad dressing.



BEAUTY SALAD



Complete Apparatus for the Treatment of Burns by means of Resinous Wax Preparations

Special prices of Resinous Wax in quantities

Special sheet cotton for covering surface of burn—100 sheets to box, \$1.50 per box.

Complete Equipment for First Aid and Emergency Hospitals.



Paraffine Atomizer
Price \$12.00

Dennison

CREPE PAPER BANDAGES



CONSERVE

on gauze and cotton—use a new and proved product.

Strong and Sanitary Crepe Paper Bandages

are manufactured in all the standard widths and are 15 yards long. They have stood the test in

Pittsburgh and New York hospitals and the manufacturers inform us that bandage machines are working night and day on a Government contract for these goods. They cost you about one half of the price of gauze bandage and you are helping our Country by using them. Order a box of 50 (two inch) and try them. It will cost you \$2.50.

Feick Brothers Co., Pittsburgh, Pa.

propaganda of various sorts. Dr. Lowe, of the B. F. Goodrich Rubber Company, Akron, discussed the paper.

Col. Mock spoke on "Lessons from the Reconstruction of the War Disabled, Applicable to the Industrial Army." After detailing the plans which have been made to care for those disabled in military service, he referred to the bill now in Congress providing for the work of the Federal Board of Vocational Education. Forty million persons in American are now engaged in gainful occupations, he pointed out, and we shall continue to have the disabled industrial employe. Not only accidents, but disease, damage these workers, who constitute the waste products of industrial life. They have been accustomed to be relegated to minor and unimportant positions, such as flagmen, watchmen, etc., when with a little training they would become efficient in work of greater economic value. Industry has been neglectful of the end result. The application of the military idea of rehabilitation to the injured employe will bring about a great change for the better, and the medical officers of the army and of the industrial army will join hands in bringing this about.

The paper was discussed by Mr. T. B. Kidner, Vocational Secretary of the Invalided Soldiers' Commission of Canada, who has had wide experience in training disabled soldiers for industrial vocations. The points emphasized in his talk, by way of suggestion to those in the United States who are handling this work, were the necessity for a careful survey of each man according to his individual experience and condition; the necessity of making this training a voluntary undertaking, rather than compulsory; and the payment of pensions or allowances fixed according to the individual's disability in the open labor market. The amount paid is not affected adversely by the improved earning capacity developed as the result of training.

PLACE MEN IN INDUSTRIES

One of the problems has been to extend the number of courses taught, the usual facilities for industrial training being too limited. A result of this has been to place the men in the industries themselves for training, following preparatory courses.

There are no ready-made "lists" of vocations to which men with certain disabilities can be assigned as a matter of routine. Each case must be handled on its own merits. The object always is to restore the man to his old trade or something closely allied to it.

An interesting feature of the talk was that the cases of disability are divided almost equally between medical and surgical, while only a comparatively small number have suffered amputations. Of the men returned to Canada thus far, about 10 per cent have been found to need re-education.

Capt. Sand, a medical officer of the Belgian army.

HYCLORITE

HYPOCHLORITE

SEND FOR YOUR SAMPLE OF

HYCLORITE

Concentrated Sodium Hypochlorite Solution

In the treatment of infected injury cases, sodium hypochlorites are rapidly being recognized by the profession as superior to other forms of antiseptics because they possess the following powers:

1. *Complete removal of necrosed and devitalized tissue through solvent action. According to the work reported by Austin and Taylor, this solvent action is not found in the chloramin and di-chloramin type of antiseptic.*
2. *Rapid oxidation of toxins, thereby quickly reducing pulse and temperature to normal.*
3. *Absolute control of dilution or strength of fluid, thereby eliminating possibility of irritation.*
4. *Rapid healing as a result of thorough cleaning of the wound and beneficial stimulating of cell activity.*

HYCLORITE is a concentrated sodium hypochlorite solution which fills every requirement of a non-irritating solution for irrigation, swab or dressing.

It has 8 to 10 times the strength of Dakin's solution. May be used undiluted. Effective in dilutions as high as 1-1000.

No testing is necessary with Hyclorite because it is prepared to a definite, uniform hypochlorite strength and alkalinity. Hyclorite keeps its strength much longer than Dakin's solution.

The alkalinity of Hyclorite is lower in the concentrate than that of Dakin's solution, tested by the hydrogen-ion-concentration method.

Hyclorite is always ready for immediate use. Just add water and apply.

Hyclorite has been adopted by many prominent Industrial surgeons and hospitals, because of its great strength, uniformity and remarkable keeping qualities. They report that it is effective and a great economy and convenience, especially in emergency work in first aid stations.



To Make Dakin's Solution with Hyclorite

Dakin's solution may be made with Hyclorite in five minutes, by adding one part Hyclorite to seven parts of water. This solution is correct as to hypochlorite strength and alkalinity (Dakin-Daufresne technic). No need to test or to add other chemicals.

Hyclorite has been accepted by the Council on Pharmacy and Chemistry of the A. M. A. as a New and Non-official Remedy.

Prices: 32 oz., \$1.25. Order from your dealer.

Send for Sample and Literature

GENERAL LABORATORIES
5104 South Dickinson St. MADISON, WIS.

Economy of Gas Control of Flow Simplicity of Operation

You should know more about these features of
S. S. White Nitrous-Oxid-Oxygen Equipment
(with ether attachment) for surgical anesthesia.

*Fully described in Catalog
R. Mailed free on request.*

Use S. S. White Nitrous-
Oxid and Oxygen. Al-
ways reliable. For sale
by dealers in surgical or
dental supplies.



The S. S. White Dental Mfg. Co.

"Since 1844 the Standard"

Philadelphia

sent to this country with a commission of seven to study reconstruction methods, made a brief talk expressing his appreciation of the valuable assistance which has been given him.

TESTS OF VISION NEEDED

Lt. Col. James Bordley, Jr., spoke on "Reclaiming the Blind from War—from Industry," in which he referred emphatically to the necessity for testing the vision of men who are employed in industry, showing that this is necessary for the protection of the employer and the safety of fellow workers. He told of one instance in which an electric crane operator caused the deaths of three and serious injuries of two because of defective vision, which was not discovered until after the accidents.

The spread of eye diseases through the use of common towels and basins was also referred to, and Col. Bordley urged that running water and paper towels be used in industrial plants, saying that many had already made this improvement.

Workmen who have the knack of removing foreign bodies from the eye have the habit of attempting this on all occasions, the result being, through lack of cleanliness, many corneal infections. He urged that no first aid man be permitted to attempt removals except from the lids. He also suggested that in case of foreign bodies in the eyes, the tear sacs be examined for infection, with a view to reference to an ophthalmologist for treatment. Another practice which he strongly urged was the use of the X-ray in all doubtful or suspicious cases, as he said that frequently a foreign body makes a "silent entrance" into the eyeball, without leaving a trace, and that only by the use of the Roentgen ray can its presence be determined.

With reference to the use of the blinded in industry, he declared that it is morally and industrially wrong to refuse them a place. The Red Cross Institute for the Blind has started an industrial survey, looking to the proper placing of these men, and he bespoke for them the co-operation of the industrial surgeons. Col. Bordley showed a number of stereopticon views illustrating the possibilities of using blinded men in industrial work.

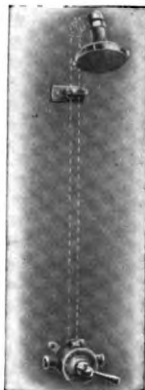
His paper was discussed briefly by Dr. John E. Weeks, of New York.

MANY POSITIONS OPEN

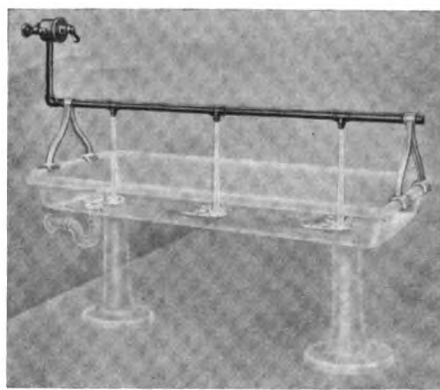
Dr. Patterson spoke on "The Employment of the Rehabilitated Disabled Soldier in Industry," referring particularly to the results of an investigation recently made in Pennsylvania, where it was shown that 42,111 places are open in manufacturing plants for men more or less disabled in the war. The war, Dr. Patterson declared, means the dawn of a new era for the industrial cripple.

Mr. F. W. Keough, of the National Association of Manufacturers, New York, spoke in discussion of the

Industrial Fixtures with Niedecken Mixer



Niedecken Industrial Shower \$2300



Factory Wash Sink with Niedecken Mixer Control

The **Niedecken Mixer** is pronounced by experts as being the most perfect device on the market

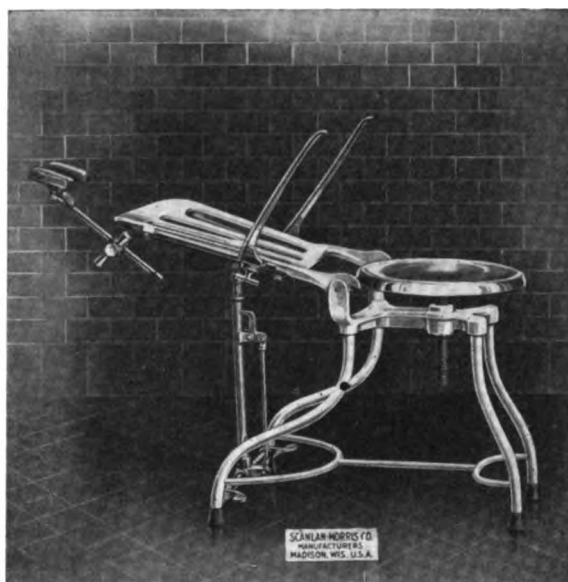
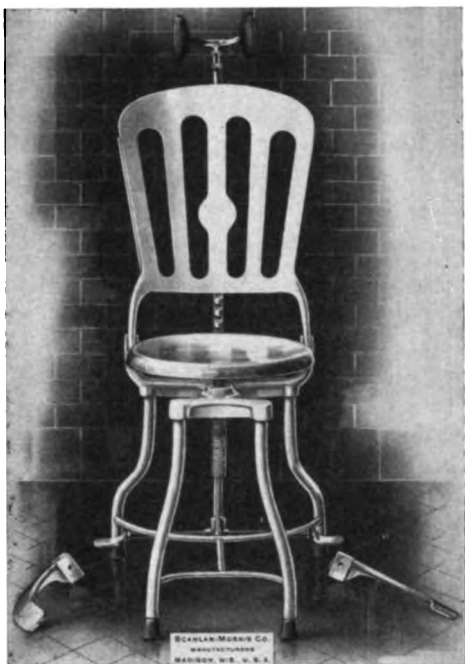
Note! We can furnish the Niedecken Mixer so that it can be supplied direct with steam

Hoffmann & Billings Mfg. Co.

Milwaukee, U. S. A.

WRITE FOR BULLETIN H M-15X

"WHITE LINE" SPECIALIST'S CHAIR



SPECIALIST'S CHAIR

"In the First Aid Room of many industrial plants, the 'White Line' specialist's chair is proving a source of great convenience to the physician and nurse."

Chair body and frame are of malleable and wrought iron finished in enamel, hand rubbed and baked. The seat, arm rests, head rest and trimmings are finished in nickel plate.

The back of the chair is adjustable to any angle, adjustment being obtained automatically by means of a foot pedal.

The round chair seat (revolving) is adjustable in height from 18 to 25 inches.

The head-rest can be adjusted instantly as desired.

The arm rests, removable, can be adjusted up or down to suit the convenience of the patient.

A1240—"White Line" Specialist's Chair, finished in white enamel, with nickel plated seat and trimmings...\$35.00

SCANLAN-MORRIS COMPANY

MANUFACTURERS OF "THE WHITE LINE" HOSPITAL FURNITURE AND STERILIZING APPARATUS

MADISON, WISCONSIN, U. S. A.

Chicago Office: 1503 Garland Bldg.

Absorbent Cotton

Absorbent Gauze

When in the market for these items write the leading operator in cotton and gauze in the central west.

Most Hospitals are aware of the present conditions of the market, and many are finding it a problem to secure cotton and gauze, and when they do purchase are much disappointed in shipments made. If you are one that want goods quick with right prices don't fail to write me.

All grades of Absorbent Cotton and Gauze, shipped you direct from factory.

I accept your contract for cotton or gauze for 90 days, and promise you service. Write for samples and prices.

A. C. RANDALL

Victoria Bldg., ST. LOUIS

Established in 1901

Do You Keep Proper Records?

We will mail to any hospital on request, samples of forms and records just revised and re-arranged by the

American College of Surgeons

for the purpose of standardizing records for hospitals (published with their recommendation and approval).

Our 1918 Catalog No. 5, containing these forms and many other new ones, is now being prepared. Write for it.

Hospital Standard Publishing Co.
Baltimore, Maryland

paper, saying that there is a place for every disabled man in industry. Manufacturers have already given attention to this problem, he said, and referred to one plant which has 1,500 defectives on its payroll. This, he declared, is not sentimentality, but economic salvage. The problem of the returned soldier, he said, will last fifty years. The United States has been the most prodigal nation in regard to its man power that ever existed, and it is time to conserve these wasted resources.

Dr. Graham Taylor, of Chicago, spoke on the physical defects noted by him as a member of an exemption board, saying that defective teeth were particularly noticeable. He referred to the free dental dispensary established in Rochester by George Eastman, and urged the industrial surgeons to do what they could to improve conditions in this respect.

Dr. Evans was toastmaster at the banquet. He congratulated the members of the association on the fine progress made by them in the limited period during which the organization has been active.

HOSPITALS PROVIDE BEDS

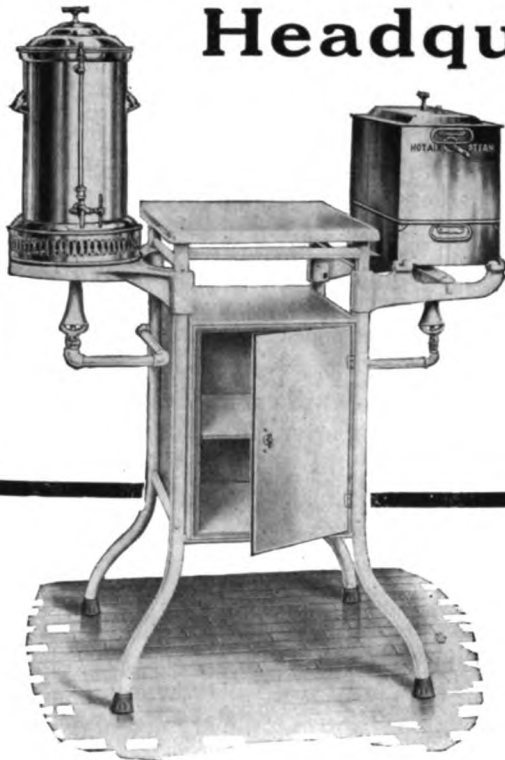
The first speaker of the evening was Maj. Joseph C. Bloodgood, of Baltimore, who spoke on "Conserving Our Man Power." He dealt principally with the possibilities of fitting defective men for military service by comparatively simple measures, such as bridge work for defective teeth, operations for hernias, etc. He said that the Maryland hospitals had provided free beds for men who desired to undergo operations of this character, and that they had all been filled. He estimated that of the first 10,000,000 men called in the draft, 350,000 have hernias, but are otherwise physically fit, and could be prepared for military service readily. He suggested that the same problems of the salvage of wastage that pertain to the selection of men for the army apply also to the industrial field, and that many now unfit for employment could be prepared for it by the application of these remedial measures.

Dr. Otto P. Geier, of the Cincinnati Milling Machine Company, who is a director of the Industrial Surgeon's Committee of the General Medical Board, Council of National Defense, described the work which has been done to bring together the various interests concerned with industrial work, and said that a definite, workable program has been laid down. He expressed the hope that a national health administration may come out of the present efforts, and likewise indicated that it may become necessary to arrange for official distribution of doctors for the care of the industrial population during the war.

Mr. Douglas C. McMurtrie, of the American Red Cross Institute for Cripples, said that men disabled in either war or industry have never had fair treatment, but that they seem likely to get it from now on. The plan for the re-education of the crippled is to build on the man's abilities, rather than his disabilities.

Come to Sterilizer Headquarters

CASTLE



No matter what your sterilizer requirements may be, you can find just the right equipment you need in the CASTLE line. Every kind of sterilizing equipment for physician's office, industrial hospital and general institution. Furnished mounted or unmounted; for gas, gasoline, alcohol, steam or electricity.

Write for the CASTLE Catalog fully illustrating and describing our complete line. Ask about our consulting service.

WILMOT CASTLE CO.

804 St. Paul St.

Rochester, N. Y.

Makers of the Largest Line of Sterilizers for Hospitals, Physicians, Dentists and Laboratories

Industrial Hospital Size

Requires very little floor space. This outfit consists of a sterilizer for water, a combination sterilizer for instruments and dressings, an aseptic sheet steel cabinet for storing dressings, cotton, gauze and other supplies, and a table with porcelain enamel top. Built of heavy cold-rolled copper. Nickel-plated and highly polished. Tray is furnished to handle instruments.

A Reminder to Send for a Free Trial Tube of Ten Tablets of

CHLORAZENE (Abbott)

Dakin's Powerful Antiseptic



CHLORAZENE
DAKIN'S POWERFUL
ANTISEPTIC KILLS
INFECTION

This non-poisonous, efficient and convenient germicide is rapidly replacing such dangerous agents as bichloride of mercury, carbolic acid and other substances of this class.

For protection insist on the trade-mark "Abbott." This trade-mark insures purity and strength.

Specify also Abbott's Dichloramine-T, Chlorcosane, Hala-zone, Galactenzyme and other American Made Medicinal Products.

Literature on Request

THE ABBOTT LABORATORIES

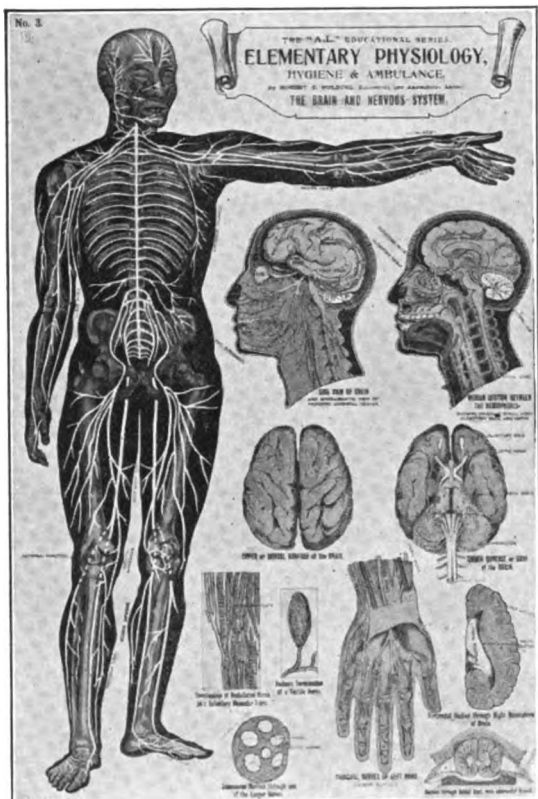
Home Office and Laboratories, Dept. 24, CHICAGO

New York Seattle San Francisco Los Angeles Toronto Bombay

Nurse Training Schools Need New Large Charts

READY FOR DELIVERY NOW

Order Now for the Fall Term



**Check Items That Interest You,
Cut Out Coupon and Mail**

- ☐ 8 charts on Anatomy and Physiology.
☐ 6 charts on Hygiene and Health.
☐ 6 charts on Food.
☐ 28 models on Anatomy.

Name and Office.....

Hospital

Town and State.....

Denoyer-Geppert Company
Publishers

460 East Ohio Street,

Chicago

HM6-18

Welfare and Health Service

How Chicago Telephone Company Looks
After Physical Well-being of its Employees

By S. J. Larned, Traffic Superintendent, Chicago
Telephone Company.

[EDITOR'S NOTE: The following is a portion of an address on the welfare activities of the Chicago Telephone Company, delivered before a joint meeting of the Chicago Safety Council and the Illinois Manufacturers' Association at the La Salle Hotel, Chicago, May 11.]

What we expect of our Health Department is the conservation of the bodies and physical force of our employes, the minimizing of loss of working time through sickness, the saving of lives and working efficiency through the discovery of previously unrecognized sources of trouble and through advice as to possible means of cure or correction.

Our physicians also make a physical examination of all applicants for employment, so as to eliminate those physically unfit for the work, or who suffer from afflictions that would make them a menace to others. Even in this, however, we leave the final authority for the acceptance or rejection of an applicant to the man who is responsible for the work to be done, the doctor's function being simply to ascertain the facts and make recommendation.

EQUIPPED FOR X-RAY WORK

We are equipped for all ordinary examinations and laboratory tests, and for simple X-ray examinations. We have a working arrangement with one of the best X-ray specialists in the city for more difficult X-ray work, and with several of the leading hospitals for cases that require hospital study. Our physicians are ready to go the limit in the effort to diagnose the difficulty and to indicate the necessary treatment. We do not, however, undertake to provide that treatment except in the most simple cases. The man makes his own arrangements with his own family physician or any outside physician that he selects, our doctors giving him such advice in that connection as he requests. When he finds it difficult or impossible to meet the necessary expense, we have almost always found the outside physicians and surgeons generously willing to adjust their charges to his means; or when necessary, we give him financial help.

Our staff of doctors consists of a chief surgeon and assistant, who care for all the accident cases, and four physicians, who care for the sickness cases and the examination of applicants. One of the four is a woman, and deals only with the women employees.

In addition, there are two other women physicians assigned exclusively to the examination of applicants for position as telephone operator. All of the physicians employed give the company half a day for five days each week.

Most of the work that the doctors do for us is done in their offices in our headquarters building, or at the hospitals. Where visits to sick employes at their homes are necessary, they are made by visiting nurses.



YOUR LAUNDRY— Asset or Liability?

Your laundry department should be a real asset—in service, economy and efficiency.

If it is a drag, if it is costing too much, if the service is not what it ought to be, something is wrong.

The Stanley Laundry Supply Company's Service Department can help you to straighten out the tangles, and put your laundry department on the right basis.

Stanley Can Help You Make It Efficient!

Write to us of your laundry problems. Tell us where your laundry department is falling down. It may be that a slight rearrangement of your equipment, an introduction of a new method of routing or some other simple plan, will solve the problem.

But in any event it will pay you to get in touch with Stanley, because we are headquarters for Hospital Laundry Supplies. We can certainly save you money in your purchases for this department—we have made it our business to take care of hospital orders in a way approached nowhere else.

Stanley Supplies Stanley Prices Stanley Service

These things go together. When you buy here, you get the advantage of rock-bottom prices—and helpful service in the operation of every feature of your hospital laundry. Take advantage of it—write to us today.

STANLEY LAUNDRY SUPPLY CO., 642 W. 30th Street,
NEW YORK

Your Nurse's Library— Is It Complete?

These books should be included in every nurse's library, general hospital or training school. Written by some of the greatest authorities on management, Domestic Sciences, and other practical subjects for nurses.



Books For Nurses

USE THIS ORDER COUPON

EDUCATIONAL DEPARTMENT G. P. PUTNAM'S SONS

2 West 45th Street
New York City

Gentlemen:

Enclosed please find \$..... for copies of the books checked on the list below. Carriage charges additional.

All prices net educational.

No. of
Copies

.....	Practical Nursing—Maxwell and Pope	\$2.00
.....	Essentials of Dietetics— Pope and Carpenter	1.25
.....	Anatomy and Physiology—Pope	2.00
.....	Medical Dictionary—Pope	1.00
.....	Quiz Book of Nursing—Pope	2.00
.....	Physics and Chemistry—Pope	2.00
.....	Materia Medica for Nurses—Dock	1.50
.....	History of Nursing—Dock and Nutting	
	Vols.—I-II	5.00
	Vols.—III-IV	5.00
.....	Hygiene and Morality—Dock	1.25
.....	The Tuberculosis Nurse—La Motte	1.50
.....	Home Care of Consumptives—French	1.00
.....	Short Talks with Young Mothers Kerley	1.00
.....	The School Nurse—Struthers	
	Approximate Price	1.75
.....	The Causes of Tuberculosis—Cobbett	6.50
	Descriptive Literature on Above Books.	

Nursing Problems Studied From Every Angle

(Continued from Page 19)

first and only state which makes unlimited medical and hospital care available to injured workmen.

A survey of the cost of hospital maintenance is now being made with a view to increasing the \$15 per week allowance now in effect, the commission realizing that hospital supplies and service cost more than formerly. Dr. Fletcher concluded by saying that bills will be given prompt attention hereafter, and asking the hospitals with past-due bills to send him a schedule of these claims.

Dr. Warner said that compensation cases sent to Lakeside Hospital are billed to the employer. Half of them send checks and the other half the industrial commission number of the case. The charge stands against the employer until this number is produced, showing that it is a compensation case. It was the general opinion that favorable action may often be had from the employer, and that it is necessary that the hospital work through him whenever possible.

CAN'T USE FREE DISPENSARIES

A discussion of charges for handling compensation cases through the dispensary developed the point that unless the dispensary operates on a fee basis, it is impossible to charge the state for industrial cases treated here. This, it was pointed out, constitutes another argument in favor of the evening pay clinic. However, most of the hospitals send ambulatory compensation cases to the offices of staff doctors for treatment.

Mr. Howell Wright, executive secretary of the Cleveland Hospital Council, and as state senator a member of a committee appointed to survey the hospitals of the state, spoke on "Hospitals and the State," discussing the question of supervision. He indicated that the committee favors a limited and reasonable degree of supervision of hospitals. He pointed out that the present system, which permits a kind of supervision from many sources, incidental to the control of such subjects as nurse education, medical education, etc., is unsatisfactory, and that centralized supervision, lodged preferably in the department of health, would be better. The adoption of a uniform system of reports and uniform methods of accounting would also be a step in advance.

Mr. Chapman reported as chairman of the membership committee, showing 153 active and 26 associate members. He urged a membership campaign to increase the size of the organization.

Dr. Warner's report for the rules and constitution committee, recommending that the number of proxies held by any member be limited to one, was adopted.

The banquet Wednesday evening in the ballroom of the Deshler, where the previous sessions were held, was an agreeable finale for the convention.

The talks dealt principally with the question of reconstruction of returned soldiers, this subject being handled from the standpoint of the Government by

RED GUM

"AMERICA'S FINEST CABINET WOOD"

*"THE LOVELIEST CABINET WOOD
IN ALL THE WORLD."*

"EASY ON THE EYES—THE TOOLS—THE PURSE."
(Patients are fond of Gum Doors.) (Gum Trim Throughout the Modern Hospital is True Economy.)

*NATIVE TO AMERICA. PLENTIFUL.
ECONOMICAL. SANITARY.*

*QUIETLY BEAUTIFUL <sup>IN NAT-
URAL</sup> FINISH
SUPERB UNDER ENAMEL.*

*IDEAL FOR DOORS AND TRIM IN
HOSPITALS.*

*WRITE US FOR FREE FINISHED
SAMPLES AND
AUTHORITATIVE LITERATURE.*

GUM LUMBER MANUFACTURERS' ASSOCIATION
0000 Bank of Commerce Building, Memphis, Tenn.

RED GUM

"AMERICA'S FINEST CABINET WOOD"

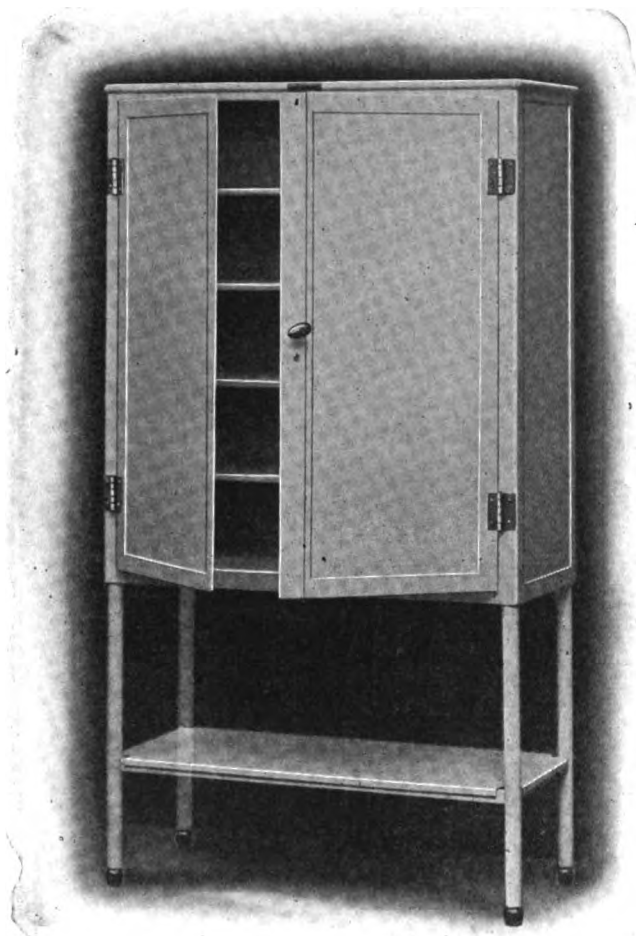
H. D. Dougherty & Co.

INCORPORATED

"FAULTLESS"

Aseptic Hospital Equipment

17th Street and Indiana Avenue
PHILADELPHIA



4039

Instrument Cabinet, designed for JEFFERSON BASE HOSPITAL No. 38.

The upper part is constructed entirely of Steel, and is attached to lower part by bolts; is furnished with four Steel porcelain shelves.

The lower part is constructed with tubular uprights, and flat steel frame bolted together, which permits of its being easily taken apart for convenience in shipping; is furnished with one steel porcelain shelf.

Finished in white enamel.

Dimensions: Upper part 42 inches high, 36 inches wide, 18 inches deep. Lower part, 24 inches high.

PRICE, as above described.....\$85.00
F. O. B. Philadelphia.

Can also be made with shelves of polished plate glass or sheet steel; prices on application.

All of our product is made by our Oxy-Acetylene-Electric Welding Process.

Capt. N. M. Jones, M. R. C., U. S. Army General Hospital No. 2, Ft. McHenry, Md., and from that of the hospitals by Mr. Richard P. Borden, secretary of the War Service Committee of the American Hospital Association. Mr. Borden is a trustee of the Fall River Hospital, Fall River, Mass.

Capt. Jones showed that the Government must either retain the cripple, showing him how to use that part of his power that he yet retains, or pension him adequately and maintain him comfortably in a soldiers' home. The former is the only logical course, he contended. He referred to the experience in the industrial field, where it has been found possible to re-educate those crippled by industrial accidents, and indicated that the development and encouragement of will power on the part of those who return from the war handicapped by their wounds is a necessary feature. This is one of the reasons why it is necessary that disabled soldiers remain under military control and discipline. Reconstruction should be undertaken at the earliest possible moment, since bedside tasks have a definite therapeutic value.

It has been decided by the Bureau of War Risk Insurance, he said, that the amount of pension to be paid the wounded soldier will not be contingent on the increase in earning capacity developed through reconstruction, thus removing any possible argument against the acceptance of the training.

A division to handle the subject has been established in the office of the Surgeon General of the Army. He described the work along this line now being handled at General Hospital No. 2, which now has 700 beds, soon to be increased to 2,700. Shops have been established, and men are taught while still in bed. Various trades are taught in the shops, and a machine shop is now under construction. Printing is one of the occupations taught, and "The Trouble Buster" is being turned out of the print shop by the soldier patients. Artificial limbs will be manufactured later.

WORK OF CIVILIAN HOSPITALS

Capt. Jones indicated his belief that civilian hospitals could be of only indirect service in connection with the reconstruction work, but thought that by giving service to the dependants of soldiers, by training more nurses and nurses' aids, and in other ways the hospitals can be of great service indirectly. Capt. Jones' talk was followed by a series of moving pictures, showing what is being done along the line of training crippled soldiers industrially.

Mr. Borden traced the medical and nursing service which is established for the service of soldiers from the time of enlistment until they return to this country, and suggested that the number of medical men and nurses required is so great that if a series of reconstruction hospitals, aggregating 150,000 beds or more, is established, it will strip the medical and nursing staffs of the civilian hospitals to supply the necessary personnel.

ROENTGEN *Campbell* APPARATUS

ELECTRIC CO. LYNN, MASS.

SureX

**Interrupterless
Transformer**

**HIGH
FREQUENCY
COILS**

**INDUCTION
COILS**

**TUBE TILT
TABLE**

**ROENTGEN
and
THERAPEUTIC
ACCESSORIES**



Every Hospital
Management
Equips Its
Institution with
a careful
regard
for
**EFFICIENCY
ECONOMY and
SUPERIORITY**
—Qualities
which
characterize
**CAMPBELL
EQUIPMENT**

*Literature
Sent Upon Request*

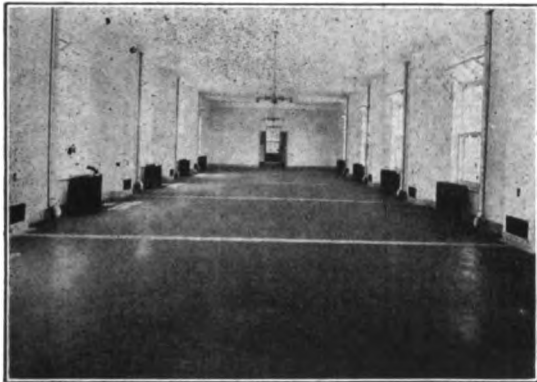
The Plant That Serves You

CAMPBELL ELECTRIC CORPORATION - Lynn, Mass.

**MULLER
ASBESTONE**

*The Floor That's Laid
With a Guarantee*

Attractive Sanitary Flooring



A better protection against fire and disease than can be obtained by fire hose and insecticides is to have the floors and base absolutely fireproof and sanitary.

A seamless, resilient flooring with the character of the surface such that it assures a silent and sure footing. These are the attributes of ASBESTONE, the fireproof, sanitary, resilient, one piece flooring that looks like tile and costs half as much.

Send us sizes of space you desire covering and quotation with samples will be sent by return mail.

FRANKLYN R. MULLER & CO.
869 Madison St., WAUKEGAN, ILL.

869

**Noiseless
Ice Cream
Freezer
For
Hospitals**



The widespread adoption of "Cherry" Ice Cream Freezers by hospitals is due to a number of special features, among which may be named:

**Quiet Running
Sanitary Safeguards
Simplicity and Sturdiness
Ease of Operation
Speed of Operation**

We supply all sizes, from the inexpensive 20-quart ice-and-salt machine for small institutions to the largest types of Brine freezers.

You will probably want our figures on a 40-quart power-driven freezer.

Ask for our catalog.

J. G. Cherry Company
CEDAR RAPIDS, IOWA

CHOOSING TEXTBOOKS FOR THE TRAINING SCHOOL

is no unimportant task. Upon their proper selection depends much of the success of the training—for class-work is the foundation of the nurse's development.

For textbook service and helpful co-operation along this line, come to the Chicago Medical Book Company, specialists in hospital textbook distribution.

Make Your Selection from the World's Largest Stock

Here, in one store, centrally located for prompt delivery, with shipments made the day the order is received, is the world's largest stock of textbooks for use in hospital training schools.

It is assembled and maintained for your service—make use of it.

Get Expert Advice—Service That Is Disinterested

We sell books from the presses of all of the publishing houses. We advise you wholeheartedly in the selection of the works best suited for your special needs. We push the books of no one house—hence we are able to give you the benefit of the best selection from them all. This is service you need—service that doesn't cost you a penny.

SEND THE COUPON TODAY

Chicago Medical Book Company,
1824 W. Congress Street,
Chicago.

Please send me your catalog of the latest books suitable for training school use.

Name

Hospital

City

Another point for which he contended was that reconstruction work should be accomplished in the neighborhood from which the soldier was sent, not only to satisfy the natural desires of the patient and his family, but in order that industrial training should be along lines calculated to be of most use to him in his own community. Location near the medical centers, where specialists and other professional men connected with these institutions might give their services to the Government hospitals most conveniently, was also urged.

STANDARD COURSES FOR NURSES' AIDS

Mr. Borden said that the question of nurses' aids has been settled to a certain point, and that the Surgeon General's office will accept them. What is to be the course of instruction for them? This is the question still to be decided, and in order that hospitals may act intelligently in training nurses' aids, a standard course should be authorized at the earliest possible moment.

He also raised the question of the ultimate necessity of civilian hospitals taking care of returned soldiers', who are dismissed from Government hospitals and later need hospital care. If this happens, he suggested, a duplication of effort along the line of industrial training may be the result. Industrial cripples, likewise, are a permanent problem, which will have to be handled through the civil hospitals, the intimation being that they might also be prepared at the same time to take care of soldiers requiring rehabilitation along this line.

Cutting Off Help's Perquisites

One of the most direct savings to be accomplished in the hospital at present is through the elimination of meals for the help. It has been the custom to feed most of those employed about the hospital, but this is not necessary.

Miss Mary A. Jamison, superintendent of Grant Hospital, Columbus, told the Ohio Hospital Association recently that when she announced to the cleaners and other employes that no more meals would be served, their spokesman came to her and told her that they would "think it over."

"Very well," she replied. "Think it over just as long as you like—but no more meals will be provided."

Practically all the employes continued under the new arrangement.

Hahnemann Hospital, Rochester, N. Y., has announced a course of intensive training in nursing for the summer months. It will last thirteen weeks, beginning July 6. Both theoretical and practical nursing will be taught.

"C&H" BUTTERMILK COOLERS



How many times have you tried to find a clean, sanitary and at the same time easily accessible way of keeping milk and buttermilk ready to serve—something which would do away with the old-fashioned and unsatisfactory method of serving from bottles?

"C & H" Buttermilk Coolers solve this problem. As the ice cannot possibly come in contact with the buttermilk and contaminate or dilute it, they are absolutely sanitary. The buttermilk, which is kept at just the proper degree of coolness, comes from a sanitary earthenware jar—through a simple non-corrosive faucet into the glass. The bottom of the jar is especially constructed so that every bit of the contents may be drawn off. They cannot settle and clog.

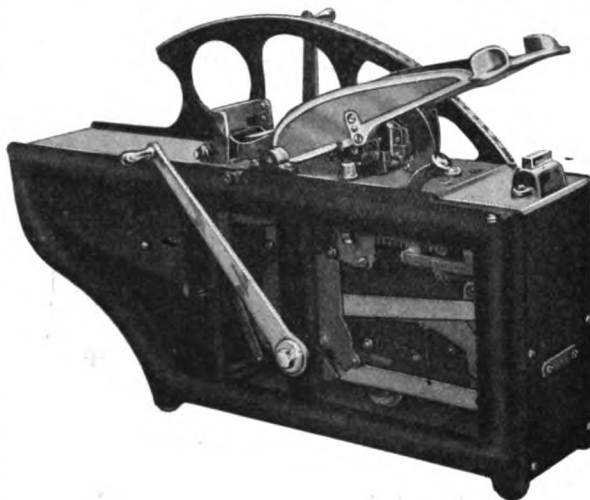
The ice container is made of "Fibrotta," a non-conductor of heat and cold, which reduces the consumption of ice to a minimum. Uses one-third less ice than other coolers. Consider this advantage at the present price of ice.

Finished in enameled white, they harmonize with all hospital equipment and make a very attractive fixture.

We will gladly send you our catalog giving complete descriptions and prices.

CORDLEY & HAYES
COOLER HEADQUARTERS
8 Leonard St. NEW YORK CITY

SAVE IN YOUR LAUNDRY



WITH THIS BUNKER MARKING MACHINE

Saves Time, Labor, Money

Any one who knows the alphabet is able to more neatly, accurately and economically mark your work than the best pen marker.

Insures Accuracy

No possibility of error in actual marking. It is mechanically impossible.

Increases Efficiency

No losses can arise from faulty marking. You are not dependent on some one person. Any one can operate machine. Double the number of pieces can be marked in the same time as compared with pen marking.

For Any Size Hospital

No hospital too large or too small to use successfully. The time and money it saves soon repay cost. It cannot blot or disfigure. Marks any fabric clear cut and plainly.

Known Results

Demonstrated in many plants to save 40% or more in marking alone. A machine you cannot do without after using.

The Triumph Mfg. Co.

500-504 Delaware St., Kansas City, Mo.

Date.....1918

The Triumph Mfg. Co.,
Kansas City, Mo.

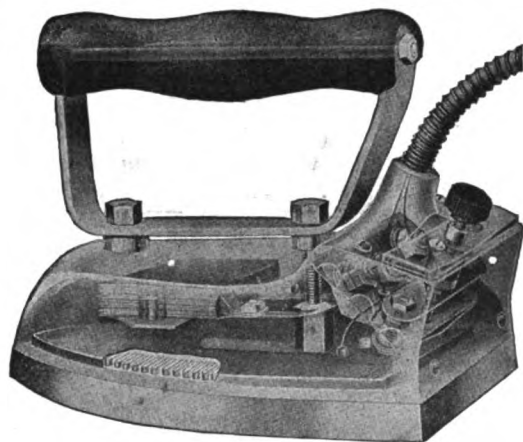
Gentlemen:

Please send us full information and prices on your Bunker Marking Machine.

Name

Address

"THE IRON WITH SELF CONTROL"



Phantom View Showing Interior of Iron

A Turn of the Key Does It

It works automatically, delivering exactly the heat you need, no matter how heavy or how light your ironing. Any temperature between 300 and 600 degrees F. can be maintained.

It Saves Current

Because when the desired temperature is reached the iron itself automatically shuts off the current. It gives an even flow of heat to all parts of the ironing surface, and will not burn out.

It Saves Time

Because the irons can be heated before the ironers arrive, morning or noon.

Especially Suitable for Hospital Use

Sold Exclusively by

The Fry Brothers Co., Dept. H
105-115 E. Canal Street
CINCINNATI, O.

*Everything for the Laundry Department—
Soap—Starch—Soda—Supplies.*

THE FRY BROS. CO., Dept. H,
Cincinnati, Ohio. Date.....1918

Please ship at once—

.....7 lb. Automatic Electric Irons @ \$7.00 each.

.....9 lb. Automatic Electric Irons @ \$8.50 each.

Voltage..... Current.....

Name

Address

President Warner to Ohio Hospitals:

The trouble with most hospitals is that they are staff-ridden. They are run for the benefit of some individual doctor, in too many cases. Thus the medical profession, rather than the community, gets the benefit of their work.

The community is demanding hospital service more and more, and slowly is getting it. Are the hospitals doing all they can to provide it?

Until the hospital administrator becomes a social worker, there is not much hope for the community hospital. Most superintendents regard themselves either as business men, medical men or nurses—seldom as social workers.

It is up to the hospital to become a community institution, rather than a medical boarding house—and the superintendent can do more than anyone else to bring this about.

The Woolen Blanket Situation

A manufacturer of woolen blankets comments as follows on the situation in that line: "It is difficult to tell what hospitals other than military hospitals will do for blankets this year. In our opinion most of them will be using last year's blankets, and, no doubt, will do that for the duration of the war. All the blankets which we can make this year have been sold. Everything is unsettled, and there are probably few mills which could take on additional business."

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912,

of Hospital Management, published monthly at Chicago for April 1, 1918.

State of Illinois, county of Cook, ss.

Before me, a notary public in and for the State and county aforesaid, personally appeared G. D. Crain, Jr., who, having been duly sworn according to law, deposes and says that he is the managing editor of Hospital Management and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to-wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, Crain Publishing Co., Chicago, Ill.

Editor, none.

Managing Editor, G. D. Crain, Jr., Chicago, Ill.

Business Managers, none.

2. That the owners are:

G. D. Crain, Jr., Chicago, Ill.

Aillene F. Crain, Chicago, Ill.

K. C. Crain, Cincinnati, O.

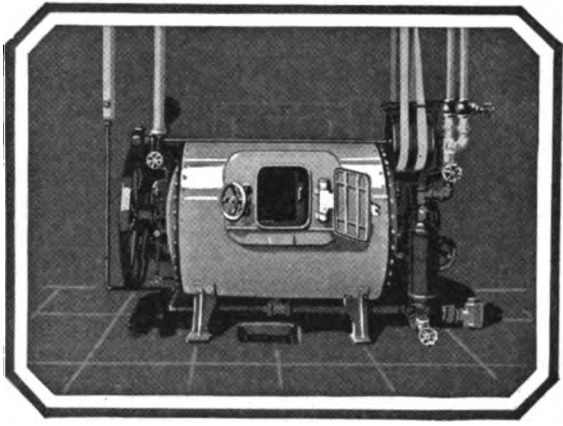
3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholders or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

G. D. CRAIN, JR.

Sworn to and subscribed before me this 9th day of April, 1918.
(Seal) HALL E. KLEIN.

(My commission expires Feb. 23, 1922.)



How to Meet the *Gauze* and *Bandage* Shortage

Recently there appeared in the Cincinnati papers an appeal from one of the local hospitals to the people of the city for clean white cloths suitable for use as bandages.

This is not only a local condition, but the world over gauze for hospital use has become almost unobtainable due to the enormous demands for war use.

It is the patriotic duty of every hospital in the United States to conserve gauze and bandages to the utmost—but, in addition, the present supply must be protected by reclamation.

The only scientific method of reclamation is by **effective sterilization.**

The American High Pressure Sterilizing Washer is used by the New York Hospital, Roosevelt Hospital, and many other institutions equally well known and recognized as the leaders in hospital efficiency.

In this washer the gauze and bandages are exposed to live steam at 320 degrees Fahrenheit under 75 pounds of pressure. No known life can exist under these conditions for more than ten minutes.

By the use of this washer, hospitals not only help to conserve very necessary war materials, but also effect large savings in money—as much as \$10,000 per year.

Send for a reprint of the report of an investigation of this method made at the Rockefeller Institute by the Lederle Laboratories.

The American Laundry Machinery Co.

New York - Cincinnati - Chicago - San Francisco

Canadian Factory

The Canadian Laundry Machinery Co., Ltd.

Toronto, Ont.



A Welcome Bran Dish

Our food experts created Pettijohn's to meet physicians' idea of a bran food.

That is, a staple dainty which everyone will welcome.

A smooth and flavory cereal combination which appeals to every taste.

And enough bran in flake form to make it efficient.

You will consider this, we think, for most people, an ideal morning dish.

It has met universal approval.

Pettijohn's
A Flaked Cereal Dainty

**55% Wheat Product—
20% Oats—25% Bran**

Soft, flavory wheat and oats rolled into luscious flakes, hiding 25 per cent of unground bran. A famous breakfast dainty.

Pettijohn's Flour is 75 per cent Government Standard flour mixed with 25 per cent tender bran flakes. To be used like Graham flour in any recipe; but better, because the bran is unground.

The Quaker Oats Company
Chicago

(1920)

Some Facts About Oats

Pound for pound — in food units — they are about twice as nutritious as round steak.

They are 10 per cent over wheat.

They form a uniquely balanced food with all the needed elements, including vitamins and bran.

They are rich in phosphorus and lecithin.

They are uniquely economical.

Quaker Oats supply nutrition at a cost of five cents per 1000 calories.

In other foods those same food units average about as follows:

In Eggs	50c
In Meats	40c
In Chicken	90c
In Bread	9c

Seven full meals on Quaker Oats cost the same as one ham-and-egg meal.

Quaker Oats

The Flavored Flakes

Quaker Oats excel in flavor because we use the queen grains only — just the plump, rich oats. We get but ten pounds from a bushel. They won supreme place because of that flavor—a world-wide preference. Yet they cost no extra price.

The Quaker Oats Company

Chicago

Collar Ironer for Starched Pieces

The collar ironer, which is employed in the average hospital laundry simply for the purpose indicated, can also be used to iron almost any kind of starched piece. Dr. A. R. Warner, superintendent of the Lakeside Hospital, Cleveland, suggested to members of the Ohio Hospital Association at the Columbus convention that in ironing bibs, for instance, the collar ironer does much more rapid work than it is possible to turn out on the press.

Lakeside now uses a special rack for handling nurses' uniforms after they are ironed. They are hung on coat hangers and placed on the rack. It was made by the hospital carpenter, and holds from 150 to 200 uniforms. It is mounted on rollers, and when filled is rolled to the nurses' home. The uniforms are laid on the beds without being folded.

Save Gauze From Septic Cases

One thing emphasized at the Round Table Conference at the convention of the Ohio Hospital Association at Columbus recently was that the reclamation of cotton and gauze need not be restricted to clean cases, but that all of the material can be reclaimed. The process of reclamation, which has frequently been described in HOSPITAL MANAGEMENT, provides absolute sterilization, so that it is perfectly safe to use the material in any case that comes into the hospital.

Three Requisites for Hospital Linen

When you buy linen for your hospital, there are three things you want to know. Is it a quality fabric? Will it stand the hard use and frequent laundering which it is bound to receive? Is the price right?

You can answer each question in the affirmative by asking for

BAKER LINENS

They have a quality look about them which is unmistakably genuine. Their texture is fine and delicate, but does not lack strength.

They are made with the definite purpose in view of giving them a strength that can stand the excessive wear and laundering of the hospital. They always give a more than fair return for their cost. Their price makes them very attractive and very economical. If you are not acquainted with Baker Linens, write today for prices and samples.

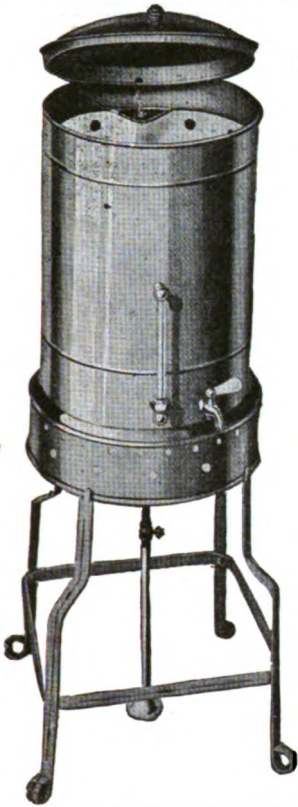
H. W. BAKER LINEN CO.

41 Worth Street, New York City

752 S. Los Angeles Street
Los Angeles, Cal.

453 Washington Street
Boston, Mass.

Hot Fomentations IN A JIFFY



The immense shortage of nurses requires you to adopt every labor saving device possible.

No Wringing

This remarkable little sterilizer will furnish you with the lightest and fluffiest applications you ever saw!—superheated **Just right** and **READY FOR INSTANT USE!** It'll prove a real boon to your nurses—saving them unpleasant labor and considerable time. You'll say "good-bye" to your present water-soaked, hand-prepared stupes when you install the

Gem Sterilizer

The only machine that provides hot packs and stupes. Also sterilizes gauze, glass tubes, etc. Provides some distilled water. Price only \$30.00 gas; \$45.00 electric.

Literature and free trial proposition on request. Write today.

The Republic Mfg. Co.

1514 Prospect Avenue
CLEVELAND OHIO

Dumbwaiter Satisfaction

is created when you get dumbwaiters that are exactly suited to your requirements. A dumbwaiter that is designed for lifting 50 lb. loads will not do the work for loads of 200 lbs., and one built for a two story lift is not suited for a rise of 12 flights.

For real satisfaction—the dumbwaiter expert is necessary.

For 30 years we have been specializing in dumbwaiter construction and have equipped many hospitals with our superior dumbwaiter service.

Paragon Dumbwaiters are noted for their sturdy and simple construction and efficient operation. This is what you need for a satisfactory dumbwaiter service.

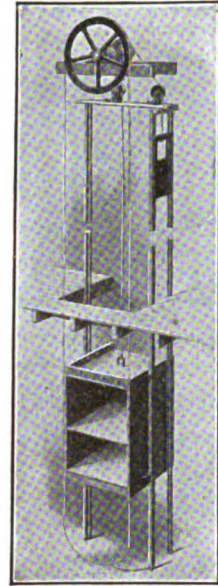
We also manufacture hand power trunk lifts, invalid lifts, sidewalk elevators, freight elevators, brass tube elevators, hospital elevators and ashhoists.

Also electric elevators and dumbwaiters.

Bulletins and full description sent on request. Our engineering department is at your service. Write today.

Storm Manufacturing Company

40-50 Vesey St., Newark, N. J.



NURSES' OUTFITTING ASS'N INC
425 Fifth Avenue at 38th Street-New York

READY TO WEAR

Colored Uniforms from \$3.00
White Uniforms from \$3.50
Caps from .20
Collars from .20

Cuffs, Aprons, Bibs
Surgical Gowns at
Moderate Prices~

ALSO

MADE TO ORDER

Send for Catalog A I

Great Food Saver

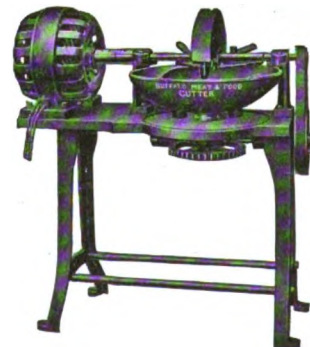
Saves \$50 to \$200 per month on Meat Bills. New Meat, Food and Vegetable Chopper which cuts the Meat, Vegetables and Food fine, without mashing or tearing them.

Saves the juice and all nutritive qualities of the food. Saves 200% to 600% of time and labor.

Makes the finest Sausage Meat out of your tough and cheaper cuts of meat. Utilizes left-over meat and foods by converting them into hash, croquettes, salads, hamburger steak, veal loaf; vegetables for soup.

This machine will pay for itself in a few months. No kitchen complete without it.

Write for catalogue and prices.

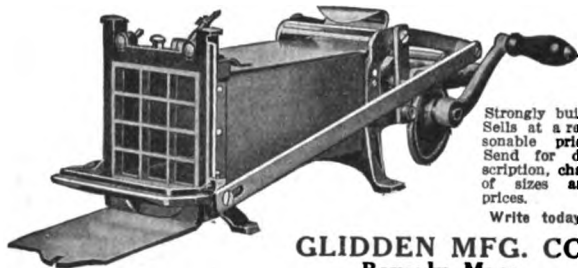


John E. Smith's Sons Co.
Buffalo, N. Y.

The Automatic Individual Butter Cutter

Cuts tub or any other form of butter into clean, uniform patties, ready to serve. 28, 34, 35, 45, 48, 60, 64 or 78 pieces to the pound can be obtained with this machine.

**Save
Your
Butter**



Strongly built.
Sells at a rea-
sonable price.
Send for de-
scription, chart
of sizes and
prices.
Write today.

GLIDDEN MFG. CO.
Beverly, Mass.

FOR THE HOSPITAL BUYER**Bunker Visible Marking Machine**

The Triumph Manufacturing Company, Kansas City, Mo., has developed a marking machine for use in the hospital laundry, the fact that the work is visible at all times giving this device special effectiveness. Labor shortage in the laundry is encouraging the use of mechanical devices for such work as this, so that there seems to be a real application for this machine in the hospital. A booklet describing the machine will be mailed to hospitals on request.

Saves Labor in Preparing Hot Packs

The Gem sterilizer, manufactured by the Republic Manufacturing Company, Cleveland, O., is not intended for use in high-pressure steam sterilization, but has been adapted principally for the preparation of hot packs or fomentations. The use of the machine for this purpose saves the time and labor of the nurses, and for this reason it has been installed in the wards of a great many hospitals. One of the advantages of the Gem in handling hot packs is that it is not necessary to wring out the cloth, and there is no danger of scalding the hands or causing discomfort to the patient.

Ice Breaking Machine

The Little Giant ice breaker, manufactured by the B. L. Schmidt Company, Davenport, Iowa, is built to turn out fine ice, from the size of a pea to a chestnut, this being considered about right for ice packs, etc. The machine also can be adjusted to turn out both fine and course ice, where different grades are needed. Two sets of grates, interchangeable, are furnished. The Little Giant is equipped with a patented diamond point, double-cutting pick, and produces ice of uniform size in exceptional quantity.

Cotton and Gauze for Immediate Delivery

A. C. Randall, St. Louis, Mo., is offering cotton and gauze to hospitals for immediate delivery. Owing to the scarcity of these materials and the difficulty which is being experienced by many hospital buyers in obtaining deliveries, this announcement has created unusual interest on the part of superintendents and other large users of surgical dressings.

Nystrom's New Building

A. J. Nystrom & Co., of Chicago, whose anatomical charts are widely used in hospital training schools, have moved to their new building, 2249-2253 Calumet avenue, in the heart of the educational publishing district. Visitors to Chicago are invited to visit the building.

Mr. George W. Olson, superintendent of the Swedish Hospital, Minneapolis, has advised the state food administrator that meat consumption has been reduced to 1½ pounds per person per week. This includes poultry, but not fish.

Dr. Charles W. Pilgrim, chairman of the State Hospital Commission of New York, says that the service flag of these institutions bears 331 stars, and that \$500,000 has been subscribed to Liberty bonds by employees.

A Combination Ice Cream Freezer and Ice Breaker

Has 4½, 6 or 10 gallon ice cream capacity. Also built in other sizes to suit your needs. The Ice Breaker is a feature of this machine. Operated by motor; sanitary, rapid, dependable. Saves ice and time.

Write for catalog showing complete line.

Ask for prices.

F. E. WHITNEY CO
65 B. Sudbury St.
BOSTON -:- MASS.

Little Giant Ice Breaker

A small ice breaker suited for general requirements of hospitals. The Little Giant breaks ice in an instant's time, requires one-third the labor and does not waste the ice.

**Durable
Dependable**

It's a compact machine that will always give good service. You will find it indispensable. Write for particulars and ask for Catalog No. 5-30

B. L. SCHMIDT COMPANY
Davenport, Iowa, U. S. A.

History Chart Holders

Direct from the factory.

We are the largest manufacturers of Chart Holders in the United States and our experience and quantity output enables us to give you the VERY BEST product at ROCK BOTTOM prices.

We make Holders any size desired and choice of several styles. Special styles made to order to suit new requirements.

It will PAY YOU to deal direct with the factory. We also manufacture CARD HOLDERS of aluminum or white enameled steel in all sizes. Also white enameled portable FLOOR LAMPS.

SPECIAL NOTICE: We are now ready to make prompt shipments of SCREW COMPRESSOR CLAMPS for Murphy Drip. We offer an improved pattern of clamp and the price is RIGHT. Inquiries solicited. We can give hundreds of hospitals as reference.

The C. Spiro Mfg. Co.
New York City

68-72 E. 131st Street,

"Worthington Quality" Line



"John Hopkins" Hospital Special
No. 321-B

Ball-bearing bicycle wheels. One-inch cushion. Rubber tires. All metal running gear frames. Patented adjustable foot boards.



Princeton Model K-10

Extra strong bicycle wheels. Tires 1¼ cushion rubber or 1½ pneumatic. Patented adjustable levers, foot boards or treadles, and seat adjustable to any position or reach.



The "Solid Comfort" No. 9940-A

The body is full floated on elliptical springs. Semi-swivel front wheels. The easiest-riding and easiest-operated push chair made.

Chairs For Invalids—Machines For Cripples

The most complete and up-to-date line in the world. Ask for Catalog No. 20

The Colson Company, Elyria, Ohio, U. S. A.

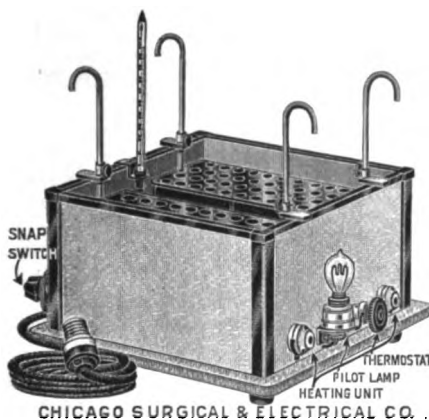
ELECTRICALLY HEATED CONSTANT TEMPERATURE WATER BATH

For Serologic Work

Insulated to Prevent Radiation

Made in Two Sizes

Ask Your Dealer or Write Direct
for Bulletin A117



CHICAGO SURGICAL & ELECTRICAL CO.

No. 51 Bath

Suited for Wassermann Work

CHICAGO SURGICAL AND ELECTRICAL CO.

Manufacturers

318 Superior Street

CHICAGO, U. S. A.

THE HOSPITAL EXCHANGE

EQUIPMENT FOR SALE
SUPERINTENDENT WANTED
HEAD NURSES WANTED
DIETITIAN WANTED



WANTED-EQUIPMENT
POSITIONS WANTED
WANTED-TO LEASE
SANITARIUM WANTED

Use the Classified Department of Hospital Management to obtain positions, fill vacancies, buy and sell equipment and dispose of or purchase hospital and sanitarium properties. Hospital Management reaches the active workers in the hospital field, who will see and respond to your advertisement.

Rates, one insertion, 20 cents a line, minimum order \$1. Three insertions, twice the one-time rate, minimum \$2. Where key numbers are used, and the office of Hospital Management is given as the address, letters will be forwarded without extra charge. Try The Hospital Exchange.

POSTGRADUATE COURSE IN OBSTETRIC NURSING

The Chicago Lying-In Hospital offers a four months' postgraduate course in obstetric nursing to graduates of accredited training schools connected with general hospitals, giving not less than two years' training.

The course comprises practical and didactic work in the hospital and practical work in the out department connected with it. On the satisfactory completion of the service a certificate is given the nurse. Board, room and laundry are furnished and an allowance of \$10 per month to cover incidental expense.

Affiliations with accredited training schools are desired as follows: A four months' course to be given to pupils of accredited training schools associated with general hospitals. Only pupils who have completed their surgical training can be accepted. Pupil nurses receive board, room and laundry and an allowance of \$5 per month. Address Chicago Lying-In Hospital, 426 East 51st Street, Chicago, Ill.

POSITIONS FILLED AND SUPPLIED

POSITIONS—Locations, Positions, Practice, etc., for Nurses, Doctors, Dentists, etc., in ALL states. Nurses and doctors furnished, also attendants, companions, institution employes (male or female). Drug stores and drug employes—all states. F. V. Knies, R. P., Bee Building, Omaha, Nebr. Estab. 1904.

EQUIPMENT FOR SALE

Incubator—Latest model Kny-Scheerer baby incubator for sale; used about three months, price, \$100. Address Maternity Hospital, 28th and Court streets, Sioux City, Ia. 8-18

Ozone Machine—One Betz ozone machine, practically new, for sale, \$75; one Terre Haute inhalatorium; a medicated steam treatment for throat and lung troubles; also Turkish bath attachment; first-class condition; cost new \$340; price, \$200. J. J. Metzinger, M. D., Fremont, Neb. 8-18

POSITIONS WANTED

Superintendent—Position wanted as superintendent of a 150 to 200-bed hospital, or assistant superintendent of a larger institution by a man—not a physician—of over fourteen years' experience in hospital management. At present employed. Excellent references from present employer and others. Address A-20, care HOSPITAL MANAGEMENT, 417 S. Dearborn street, Chicago.

HELP WANTED

Business manager—An experienced business manager is wanted to take charge of hospital of one hundred beds. Address B-30, care HOSPITAL MANAGEMENT, 417 S. Dearborn street, Chicago. 6-18

Laboratory Technician—A competent woman wanted to do Wassermann and other blood work; also pathology if possible. State experience, salary, including board and room, desired. Address Birmingham Infirmary, Birmingham, Ala. 8-18

WANTED—Graduate nurse to take charge of obstetrical department and operating room in a 35-bed hospital for women. Salary \$75 per month, with room, board and laundry. Night supervisor needed in same hospital. Salary, \$65 per month. State experience. Address B. L., care Hospital Management, 608 S. Dearborn Street, Chicago.

Wanted—Assistant Superintendent—single man preferred. While it is necessary that he should be a graduate of medicine, it is important that he should have executive ability; address in own handwriting, giving school; married or single; age, experience, references, salary, etc.; would like photograph. Arthur B. Ancker, Superintendent City and County Hospital, St. Paul, Minn.

Hospitals of 30 beds for both medical and surgical cases is in need of two graduate nurses for June 1. Salary \$50 per month, board and room. Martin Memorial Hospital, Mount Airy, N. C.

Wanted—Night supervisor for a 100-bed hospital. Salary, \$60 and maintenance. Address Superintendent, Norton Memorial Infirmary, Louisville, Ky.

Wanted—The Barnert Memorial Hospital, Paterson, N. J., an institution of 80 beds under Jewish auspices, wants the services of a superintendent of nurses. Must be a good disciplinarian and executive, able to direct the practical and theoretical training of about 30 nurses. Address, stating age, experience and salary expected, Superintendent, Barnert Hospital, Paterson, N. J.

Wanted—Superintendent of nurses for 35-bed hospital. Good salary. State age, experience and references. Milwaukee Maternity Hospital and Free Dispensary Association, 1529 Grand avenue, Milwaukee, Wis. 8-18.

Industrial Hospitals Should Use Vaccines in Acute Infections

The early administration of Sherman's Bacterial Vaccines will reduce the average course of acute infections like Pneumonia, Broncho-pneumonia, Sepsis, Erysipelas, Mastoiditis, Rheumatic Fever, Colds, Bronchitis, etc., to less than one-third the usual course of such infectious diseases, with a proportionate reduction of the mortality rate.

Sherman's Bacterial Vaccines

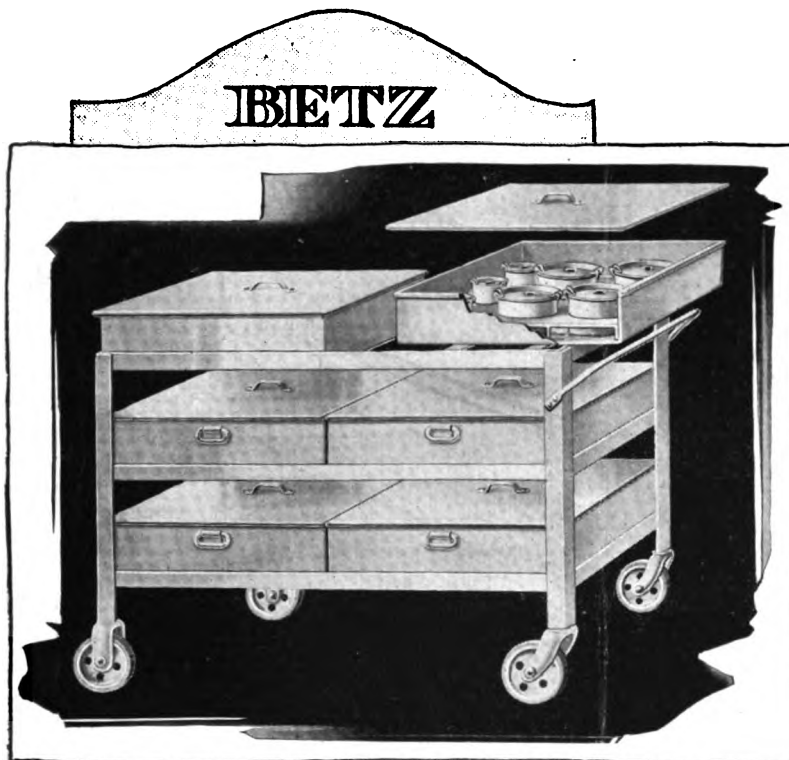
are prepared in our specially constructed Laboratories, devoted exclusively to the manufacture of these preparations and are marketed in standardized suspensions.



Write for
literature

MANUFACTURER
OF
BACTERIAL VACCINES
G. H. SHERMAN, M.D.
Detroit, Mich.
U.S.A.

*Our Representative will be
pleased to call on you and
make a practical demon-
stration.*



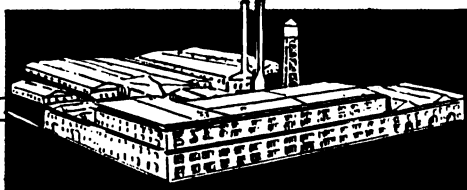
U. S. ARMY FOOD TRUCK

A splendidly practical food truck especially adapted to pavilion or detached construction. Six large covered trays are provided, each tray having a hot water Bain Marie base, in which are set seven aluminum containers with lock covers. This arrangement permits the speedy distribution of food throughout wards or pavilions with a minimum loss of heat.

Full details and price on application.

MODERN STEEL FURNITURE

*Made right
- & -
sold direct*



From the factory

— food Don't waste it

Patriotism and self-interest both demand the closest attention to the Economies of Administration.

The satisfactory and economical feeding of patients depends to a great degree upon proper equipment.

The conservation of food, however important, is but one of the problems brought about by the exigencies of war. Every superintendent is faced with steadily increasing costs and decreasing man power.

Proper equipment with its conveniences and labor saving possibilities, is a logical answer not only to the present problems of operation but especially in view of the greater demands of tomorrow.

Our Hospital Catalogs show the way to many economies and will be gladly sent on request.

*The prices are attractively low—
The quality is uniformly high.*

Frank S. Betz Co., Hammond, Indiana
Chicago Sales Dept. 30 East Randolph St.

HOSPITAL MANAGEMENT



Vol. V

July, 1918

No. 6

In This Issue:

Catholic Hospitals En-
dorse Standardization
—Page 14

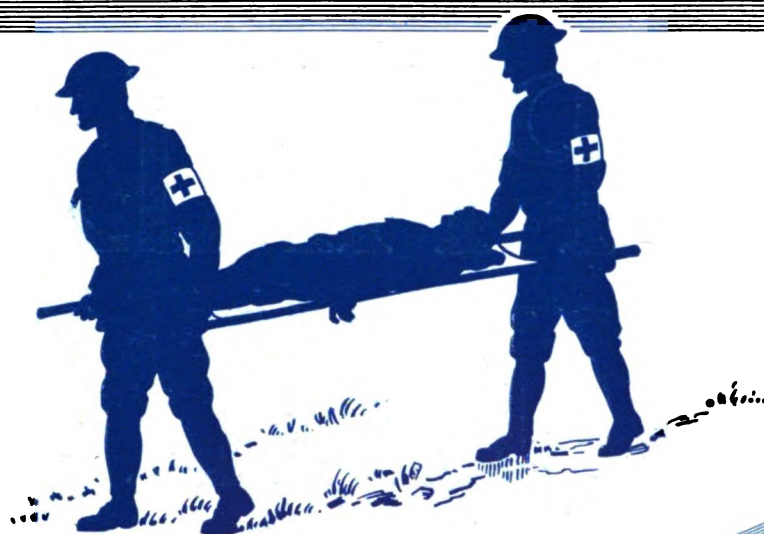
Minnesota Hospitals
Study War Problems
—Page 18

Nursery an Important
Welfare Feature
—Page 32



Published Monthly by
CRAIN PUBLISHING CO.
INCORPORATED
CHICAGO





*Sutures
fit
for
Surgery*



DAVIS & GECK, INC.
Surgical Ligatures

217-221 Duffield Street, BROOKLYN, N.Y., U.S.A.

Branches in San Francisco, Seattle, London. Agencies in Principal Cities.

REG. U.S. PAT. OFF.
KALMERID
2 Hg 1-2 Kf-3 H₂O

© DAVIS & GECK, INC.

Strength—Comfort—Ease of Operation

These are the principal features of Gendron Invalid Chairs. Gendron Chairs are artistic in design, perfect in proportions, shape, and fit to the body. The construction is of the highest grade; all materials are especially selected. These chairs are made in the largest wheel chair factory in the world.



No. 608 RECLINING ROLLING CHAIR

With rear swivel-wheel and a one-piece U frame under seat. Large Wheels. Has folding foot board, which enables occupant to enter or leave chair conveniently. A popular design.

Gendron

WHEEL CHAIRS

The Gendron line comprises the largest and most complete line of invalid chairs in America. We manufacture every style and variety of chair suitable for hospital and convalescent use. No matter how exacting your needs, you can find just what you want in the Gendron catalog. We ask you to write for it and examine our complete display.

GENDRON WHEEL CO.

TOLEDO, OHIO



The
ARMY
and
NAVY
and the
RED CROSS

Need Thousands of Surgeons', Nurses', and Patients' Gowns, so Use Yours Carefully

Buy Only What You Need, and See That They Are Not Abused

WE ARE STILL SELLING

Gowns of Pepperell Twill Jeans or Indian Head

On Approval, FREIGHT PREPAID, at

\$24.00 Per Dozen

If You Need Any, These Values Should Appeal to You

Pepperell Surgeons' Gown

No. 847. Pepperell best quality drill Surgeons' Operating Gowns of same design as above, 60 inches long, with long sleeves, all sizes to 48 chest. Our price, FREIGHT PREPAID,

\$24.00 the dozen

Patients' Bed Gown—Pepperell Sheeting

No. 128. Patients' Bed Gown. Double yoke front, wide hems and tapes. Open all the way down. 36 inches long. Long sleeves. Price on approval, FREIGHT PREPAID,

\$18.00 the dozen

Tear out, fill in, and mail the attached coupon today.

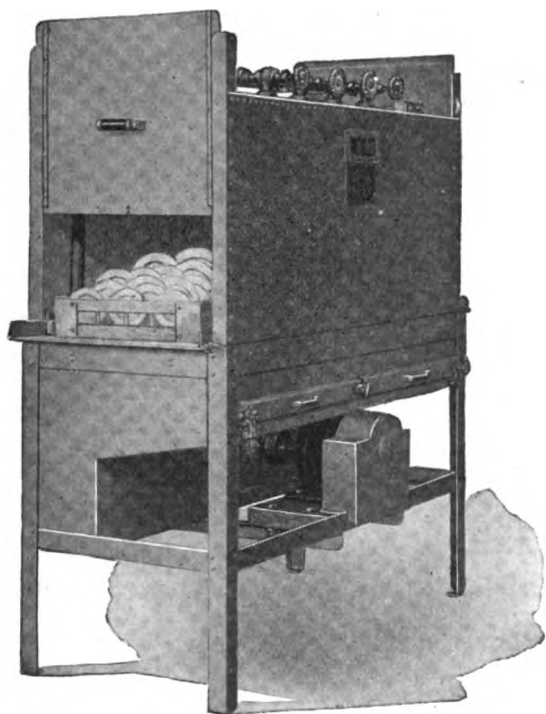
THE HOSPITAL NURSES' UNIFORM MFG. CO.

412 Elm Street, Cincinnati, Ohio

TEAR OUT AND MAIL TODAY!
 HOSPITAL NURSES' UNIFORM MFG. CO.
 412 Elm Street, Cincinnati, Ohio.
 You may ship prepaid with the understanding that they may be returned at your expense if not satisfactory.
 Name _____
 Title _____
 Hospital _____
 City _____
 State _____



Saving Dishes and Labor in the Hospital Kitchen



with the **CRESCENT** Glass and Dish Washer

THE present day hospital wants standardization—both in service and equipment. It's an important subject on every hospital convention program. And there is a big reason for it. Standardizing your equipment means saving labor, cutting costs, increasing sanitation. Crescent Glass and Dish Washing machines mean making your equipment standard, from the standpoint of the largest and best equipped hospitals in the United States.

Saves Labor!

Now that help for the kitchen is so hard to get, so high in price and so unsatisfactory, the Crescent is doubly valuable, because it helps to solve this difficult problem. The labor saving when dishes are washed mechanically is enormous.

Kills Germs!

The temperature at which dishes are washed in the Crescent is so high that absolute sterility is the result. Contagious disease hospitals, tuberculosis hospitals and other special institutions can appreciate the value of putting their dishes into absolutely sanitary condition for further use.

Reduces Breakage!

Because the Crescent is a machine, it makes no mistakes. Breakage of dishes in a hospital where it is used is reduced to a minimum. No dishes are broken in handling—and the Crescent eliminates most of the handling ordinarily required in washing dishes. And chinaware is too expensive just now to justify breaking it.

You Can Wash Glassware With a Crescent

The new Crescent permits the washing of glassware as well as dishes. You can get this additional feature at small extra cost, and put all of your dish and glass washing work on an efficient, standard basis.

Send Today for Full Information

Bromley-Merseles Mfg. Co., 837 Larrabee St., Chicago

***The* CRESCENT SAVES DISHES
LABOR
TIME**

Equipment and Supplies For Hospitals and Institutions

Albert Pick & Company is the largest firm in the country supplying Kitchen, Bake Shop and Dining Room Equipment, Bedroom Furnishings, etc., for Hospitals and Institutions. We are specialists in Hotel and Restaurant Equipment, which makes it possible for us to supply your every need. **OUR LINE INCLUDES:**

China	Ice Cream Makers' Supplies	Institution Furniture and Bedding	Janitors' Supplies	Refrigerators	Window Shades
Glassware		Surgeons', Internes', Nurses' and Patients' Clothing	Labor Saving Devices	Carpets and Rugs	Soaps
Silverware	Paper Napkins and Specialties		Signs and Numbers	Linoleum	and many other supplies.
Laundry Equipment				Office Furniture and Supplies	

Institutions Noteworthy Among Our Customers:

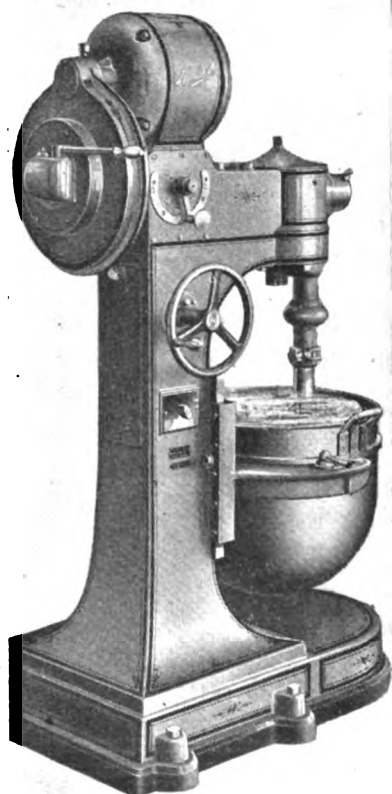
Cook County Hospital, Chicago
Michael Reese Hospital, Chicago
State Asylum, Kankakee, Ill.

Lake Side Hospital, Cleveland, Ohio
St. Rita's Hospital, Lima, Ohio
Mercy Hospital, Toledo, Ohio

Write for information on goods in which you are interested



ALBERT PICK & COMPANY
208-220 West Randolph Street, Chicago, Illinois



The

Hobart

**ELECTRIC MIXER
With Attachments**

For Every Hospital

For Large Institutions—Model 280B and 180B. Three speeds—adjustable bowl lift, 80- and 30-qt. bowls interchangeable. 1½ H. P. Motor. The Hobart Mixer increases the volume and the quality of all mixes.

With its practically unbreakable bowls, beaters, whips, and other attachments, it will take care of all mixing, beating, grinding, etc., at a great saving in kitchen help.

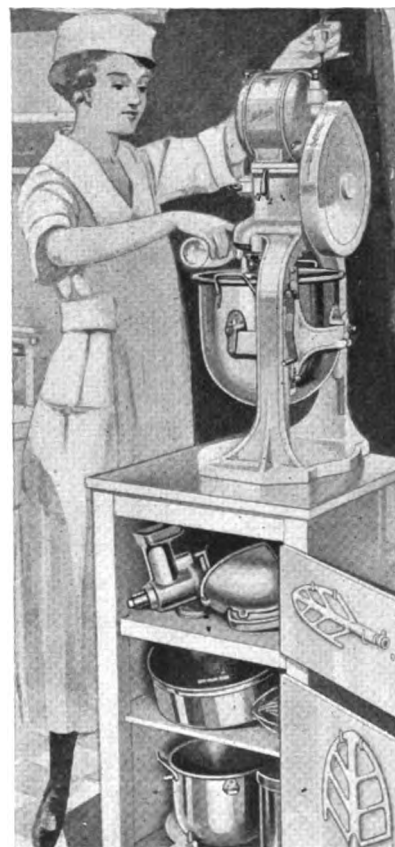
For the Small Hospital—The Hobart Kitchen Aid. An all-around outfit which will do as thoroughly and quickly everything that the larger sizes will do but on a smaller scale. This smaller unit is proving invaluable in many kitchens and can be fitted out with all the necessary attachments for chopping, grinding, etc., in addition to its use as a mixer. Three speeds. 10-qt. and 3-qt. bowls interchangeable.

Write today for full information.

THE HOBART MFG. CO.

47 Penn Ave.

Troy, Ohio



at your service - we are
 "Keeping the home
 fires burning" too!



ALTHOUGH we have filled many large contracts for the United States Government and Allied Nations and we are receiving more orders daily,

We Have Not Overlooked Our Customers At Home

and instead of discontinuing certain lines as many manufacturers have done, we have increased our facilities to the extent that we are today in a position to serve our customers equally as well as before the war.

Are You Prepared To Do Your Share?

With the increasing number of civilian patients registering every day and the fact that **YOU MAY BE CALLED UPON** to relieve Government institutions of certain cases, requires that your Hospital be fully prepared with modern, up-to-date furniture and equipment which will enable you to handle these cases according to Government requirements.

If you have any room or ward space in your institution which is not fitted up or any old equipment which should be replaced **NOW** is the time to place your order and upon request we will send you special literature covering furniture, equipment and supplies under the following headings:

Hospital Furniture

Sterilizers—Operating Equipment

X-Ray and High Frequency Apparatus

Surgical Instruments and Supplies

Drugs and Pharmaceuticals

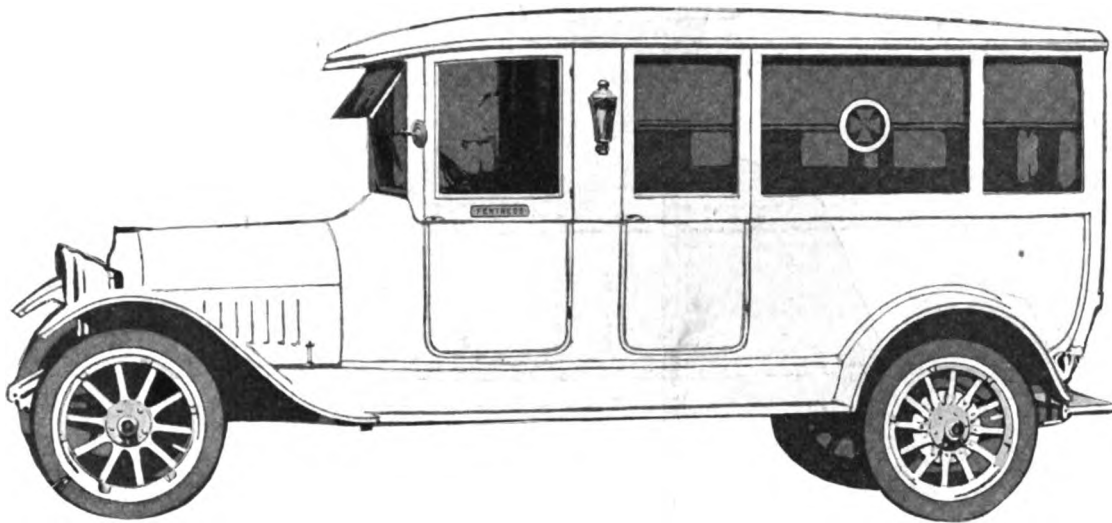
Orthopedic Apparatus

Invalid Chairs

Trusses and Supporters

Frank S. Betz Co., Hammond, Indiana
Chicago Sales Dept. 30 East Randolph Street

OPERATE YOUR OWN AMBULANCE SERVICE



It Pays Other Hospitals—It Will You

Don't try to get along without an ambulance. It is poor economy. The public expects top-notch service—and you can't render it if ambulance service is not under your own immediate direction and control. "An absolute necessity," "fully justified," "a great advertising medium" and similar expressions from satisfied superintendents indicate the advantages of ambulance service.

Have Your Own Equipment and Give Real Service

The hospital which is dependent on outside interests for ambulance service is constantly troubled by its failure to measure up to the general standard set by the hospital itself.

Don't let the public get a false impression of your institution because of faulty ambulance service. Have your own equipment.

Send the Coupon and Learn About Our Line

The ambulances made by this company meet in every respect the highest standards of chassis and body construction. They will fill your requirements. Fill out the coupon and let us submit details.

Rock Falls Manufacturing Co.

Builders of Quality Vehicles

STERLING, ILL.

Industrial Hospitals Need Ambulance Service

In the large industrial plant, use of an ambulance is advisable, especially in cases of serious injury.

Instead of relying on first aid, which is more or less uncertain and inadequate, have an ambulance and rush the injured man to hospital or dispensary. Leading industries like Illinois Steel Company, Youngstown Sheet & Tube Company, etc., have their own ambulances, and find that they pay.

**ROCK FALLS MFG. CO.,
Sterling, Ill.**

Please send me complete information about your ambulances. It is understood this involves no obligation on my part.

Name.....

Position.....

Hospital.....

City.....

Standardize Your Sterilization!

I invite you to test Diack Sterilizer Controls without risk. Simply say, "Send me a Trial Box of 100," and see for yourself what standard sterilization means.



Use of the Diack Sterilizer Control enables you to know that every sterilization is absolute, efficient, positive.

Make your sterilization standard with Diack Controls.

If you believe in Hospital Standardization, you believe in the use of Diack Controls, which standardize every sterilization!

These Hospitals (and Hundreds More) Believe in Standardized Sterilization.

JOHNS HOPKINS HOSPITAL, BALTIMORE
NEW YORK POST GRADUATE HOSPITAL
PRESBYTERIAN HOSPITAL, NEW YORK
MASSACHUSETTS GENERAL HOSPITAL, BOSTON
PENNSYLVANIA HOSPITAL, PHILADELPHIA
MT. SINAI HOSPITAL, CLEVELAND
LAKESIDE HOSPITAL, CLEVELAND
BARNES HOSPITAL, ST. LOUIS
METHODIST HOSPITAL, INDIANAPOLIS
ROBERT W. LONG HOSPITAL, INDIANAPOLIS
HARPER HOSPITAL, DETROIT
GRACE HOSPITAL, DETROIT
SAMUEL MERRIT HOSPITAL, OAKLAND, CAL.
PRESBYTERIAN HOSPITAL, CHICAGO
CHICAGO LYING-IN HOSPITAL

A standardized sterilization eliminates risk. Every charge of the sterilizer should be standardized by means of a Diack Control

NOTICE

After August 1, owing to the increased cost of labor and materials, the price of Diack Sterilizer Controls will be as follows:

\$6.00 per box of 100 Sterilizer Controls.

\$5.00 per box of 100 when purchased in lots of 10 boxes or more.

Fill Out the Coupon—NOW

A. W. Diack, 51 W. Larned Street, Detroit, Mich.

Please send immediately 100 Sterilizer Controls—Diack, the price of which is \$5.00. This is a trial order and it is agreed that payment for the same will not become due until thirty (30) days after receipt of Sterilizer Controls, and that I have a right to return them any time during that period, in which case no charge will be made.

Hospital Address



C Y P R E S S

"The Wood Eternal"

is accounted conspicuously fine for the inside trim of the building, **especially for the hospital kitchen.** It is not "put on the warp" by steam and other forms of moisture, such as too often infest the kitchen. Then, the grain is handsome and it takes a most beautiful finish. Why should not kitchens be attractive? Would it not help solve the servant problem? Cypress lasts and lasts and lasts and lasts—and always "behaves."

Let our "ALL-ROUND HELPS DEPARTMENT" help YOU. Our entire resources are at your service with Reliable Counsel.

*We invite correspondence
with a serious purpose in it.*

Southern Cypress Manufacturers' Association

1278 Hibernia Bank Bldg., New Orleans, La., or 1278 Heard National Bank Bldg., Jacksonville, Fla.

**SPECIFY AND INSIST ON "TIDEWATER" CYPRESS
IDENTIFIED BY THE CYPRESS ASSN'S. REGISTERED TRADE-MARK.
IF IN ANY DOUBT, PLEASE WRITE US IMMEDIATELY.**

THIS REGISTERED TRADE-MARK IS INDELIBLY STAMPED IN THE END OF EVERY BOARD OF TRUE "TIDEWATER" CYPRESS. TAKE NO OTHER.





General Hospital and Nurses' Home
Lancaster Pa.

How the Lancaster General Hospital solved its *Laundry* Problems

The Lancaster General Hospital of Lancaster, Pa., is one of the many modern institutions of its kind which have installed complete American equipped laundries.

In a recent letter they say: "This equipment has been in constant service since October last and has given entire satisfaction. The machinery has not required any adjustment."

This equipment was selected and laid out by our service engineering department especially to meet the particular problems of this institution.

Let us send you particulars as to the various laundry machines especially adapted for hospital use.

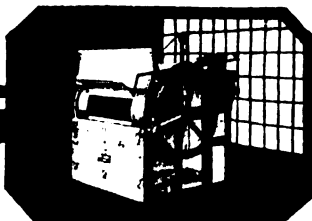
Our service engineering department will gladly go over your laundry problems with you and suggest the most economical and efficient means of solving them.

The American Laundry Machinery Co.

NEW YORK
CINCINNATI

CHICAGO
SAN FRANCISCO

The Canadian Laundry Machinery Co., Ltd.
Toronto, Ontario



Fires are bad business

—Especially in hospitals. And many fires start from overheated irons.

—So many fires start from this cause, in fact, that fire insurance underwriters devoted considerable time and expense to an investigation to discover means of reducing the fire hazard. They found a satisfactory answer in the



—Consider these tests: An "A-Best-O" was placed on a soft pine board, covered with muslin, and heated to 600 degrees. Run night and day for five weeks, it did not start a fire. An "A-Best-O" at 600 degrees was thrown into a basket of clothes—no fire. An "A-Best-O" was placed on kerosene-soaked waste—no fire. **YOU CAN'T START A FIRE WITH AN A-BEST-O!**

TRY ONE!

P. S.—YOU CAN SAVE MONEY ON OUR LAUNDRY SUPPLY SPECIALS.

THE FRY BROS. CO., Dept. H.,

105-115 E. Canal Street

CINCINNATI, OHIO

A Complete Linen Equipment

SHEETS

**PILLOW
CASES**

BLANKETS

**BEDS
SPREADS**

Toweling
In
All Qualities

The Lowenfels line of Linens, embracing Blankets, Sheets, Pillow Cases, Curtains and Towels, will fill every requirement of your hospital or institution.

A big variety with an excellent service insures proper handling of your needs.

Prices are the lowest; for example, we offer

No. 513 Bleached Bath Towel, heavy
double thread, size 20x41.....\$4.25 a doz.

We suggest that you order a good supply of this item and send us your orders for your other linen wants.

Samples and Prices Cheerfully Submitted.

**NAPKINS
TOPS**

**TABLE
CLOTHS**

**DAMASK
IN
ALL LINEN
UNION LINEN
MERCER-
IZED
COTTON**

B. Lowenfels & Co., Inc.
Importers and Manufacturers

38 Cooper Square
New York

Hospital equipment at moderate cost



Mandel Brothers' Service to hospitals has been accorded unqualified praise for its quality—and hundreds of re-orders

Operating gowns, \$17.95 doz.

These gowns are made of medium weight twill, especially adapted for summer wear. They can be furnished in all sizes up to size 48, and with either long or short sleeves.

Sello operating aprons— waterproof—\$15 dozen

Protect your gown—protect yourself—with a Sello operating apron, made exclusively by Mandel Brothers. Sello aprons can be sterilized, washed and ironed; are light weight, strong and durable. Men or women can wear them. \$1.35 each. Style pictured at the left.

Sello cloth, 36 inches wide, 85c yd.

Extra! Patients' gowns, \$10.95 doz.

The gowns are made of good grade bleached muslin and are in all sizes up to 48. Pictured at right.

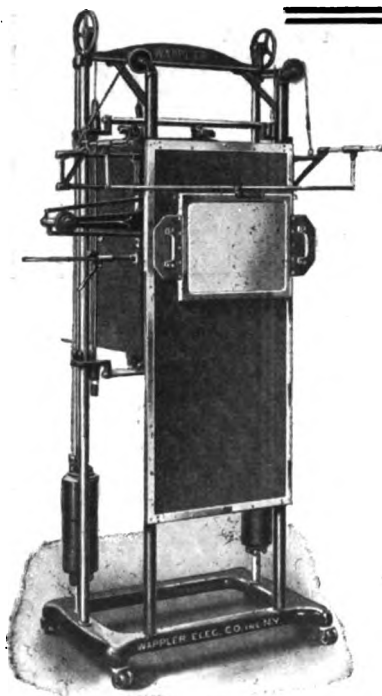
Children's sizes, 2 to 5 years, \$6.75 dozen.
6 to 8 years, \$7.95 doz. 9 to 14 years, \$8.50 doz.



Mandel Brothers

State to Wabash at Madison street

Chicago



WAPPLER Vertical Fluoroscope

facilitates diagnosis by the Roentgen Ray. The screen can be manipulated in unison with the tube box, or can be separately suspended. The change from one method to the other can be made within ten seconds.

**Highest Protection from Rays
Highest Electrical Insulation
Highest Quality Throughout**

Write to Dept. H. M. for new catalog of Tables and Fluoroscopes, or ANY Electro-Medical apparatus.

ROENTGEN RAY, HIGH FREQUENCY, GALVANIC APPARATUS AND ACCESSORIES

CYSTOSCOPES AND OTHER ELECTRICALLY LIGHTED DIAGNOSTIC INSTRUMENTS

WAPPLER ELECTRIC COMPANY, Inc.

173-175 East 87th Street

NEW YORK, U. S. A.

Service Stations in the Following Cities:

Atlanta, Ga.
Baltimore, Md.
Charlotte, N. C.

Chicago, Ill.
Cleveland, O.
Detroit, Mich.

Fort Worth, Tex.
Los Angeles, Cal.
Newark, N. J.

New Haven, Conn.
New York, N. Y.
Philadelphia, Pa.

San Francisco, Cal.
Tacoma, Wash.
Tokio, Japan
Toronto, Canada

Buyers' Guide to Hospital Equipment and Supplies

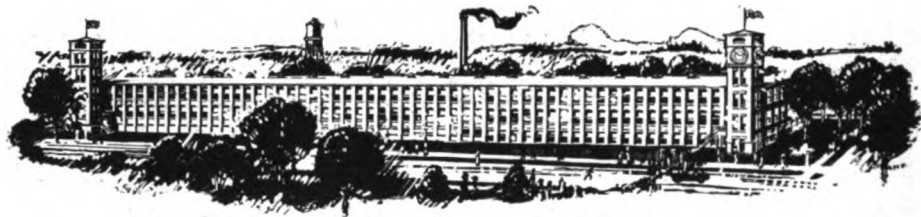
AMBULANCES Rock Falls Mfg. Co.	GELATIN Genesee Pure Food Company	PHARMACEUTICALS The Abbott Laboratories. General Laboratories. Schering & Glatz.
BABY INCUBATORS Chicago Surgical and Electrical Co.	HOSPITAL FURNITURE Frank S. Betz Co. Scanlan-Morris Co. Mandel Brothers	REGULATORS (Hot Water) Hoffman & Billings Mfg. Co.
BEDS Albert Pick & Co. Mandel Brothers	HOSPITAL SUPPLIES Frank S. Betz Co. Feick Bros. Co. General Laboratories. Meinecke & Co.	RUBBER SHEETING Meinecke & Co.
BEDDING Albert Pick & Co. Mandel Brothers	HOT WATER BOTTLES Meinecke & Co.	RUBBER GOODS Meinecke & Co.
BED PANS AND URINALS Meinecke & Co.	ICE BAGS Meinecke & Co.	SHEETS AND PILLOW CASES H. W. Baker Linen Co. B. Lowenfels & Co. Mandel Brothers
CONDENSED MILK Borden's Condensed Milk Co.	ICE BREAKERS B. L. Schmidt Co.	SILVER BURNISHING MACHINES American Laundry Machinery Co.
BOOKS Chicago Medical Book Co.	ICE CREAM FREEZERS J. G. Cherry Mfg. Co. Albert Pick & Co. F. E. Whitney Co.	SPITTOONS Cordley & Hayes
CANNED GOODS Coast Products Co. John Sexton & Co.	INSECTICIDES Edgar A. Murray Co.	SPRINGS Albert Pick & Co. Mandel Brothers
CATGUT Davis & Geck, Inc.	INVALID CHAIRS Frank S. Betz Co. Gendron Wheel Co. Kny-Scheerer Corp.	STERILIZER CONTROLS A. W. Diack.
CHAMBERS Cordley & Hayes	KITCHEN EQUIPMENT Hobart Mfg. Co. Albert Pick & Co. Mandel Brothers	STERILIZERS American Laundry Machinery Co. Frank S. Betz Co. Wilmot Castle Co. Scanlan-Morris Co.
CHARTS FOR TRAINING SCHOOLS A. J. Nystrom & Co.	LIGATURES Davis & Geck, Inc. Meinecke & Co.	SURGICAL INSTRUMENTS Frank S. Betz Co. Chicago Surgical & Electrical Co. Feick Bros. Co.
CHART HOLDERS C. Spiro Mfg. Co.	LAUNDRY MACHINERY American Laundry Machinery Co. Detroit Laundry Machinery & Supply Co. Fry Bros. Co. Albert Pick & Co.	SUTURES Davis & Geck, Inc.
CHEMICALS The Abbott Laboratories. Feick Bros. Co. Schering & Glatz.	LAUNDRY SUPPLIES Detroit Laundry Machinery & Supply Co. Fry Bros. Stanley Laundry Supply Co.	THERMOMETERS Becton, Dickinson Co.
CLEANING SUPPLIES Albert Pick & Co. Mandel Brothers	LINENS H. W. Baker Linen Co. B. Lowenfels & Co. Mandel Brothers Albert Pick & Co.	UNIFORMS Hospital Nurses' Uniform Mfg. Co. Albert Pick & Co. Henry A. Dix & Sons Co. Mandel Brothers
COFFEE John Sexton & Co.	LUMBER Gum Lumber Manufacturers' Association. Southern Cypress Manufacturers' Association.	VACCINES The Abbott Laboratories G. H. Sherman, M. D.
COOLERS, WATER Cordley & Hayes	MARKING MACHINES (LAUNDRY) Triumph Mfg. Co.	WALL PAINTS Albert Pick & Co.
COTTON A. C. Randall	NURSES' BOOKS Chicago Medical Book Co.	WATER TEMPERATURE CONTROL Hoffman & Billings Mfg. Co.
DISINFECTING EQUIPMENT American Laundry Machinery Co.	PAIRS Cordley & Hayes	WINDOW SHADES Albert Pick & Co. Mandel Brothers
DISH WASHING MACHINES Bromley-Mercedes Company Albert Pick & Co. Mandel Brothers		WIRE GAUZE SPLINTS Wright Wire Co.
DUMBWAITERS Storm Mfg. Co.		X-RAY APPARATUS Frank S. Betz Co. Wappler Electric Co.
ELECTRO-THERAPEUTIC APPARATUS Frank S. Betz Co.		
ELEVATORS Storm Mfg. Co.		
FLOORING Franklyn R. Muller & Co.		
FOODS Coast Products Co. Quaker Oats Co. John Sexton & Co.		
GAUZE A. C. Randall		

Alphabetical List of Advertisers

Abbott Laboratories.....	47	Hospital Nurses' Uniform Mfg. Co.....	1
American Laundry Machinery Co.....	8	Lowenfels & Co., B.....	9
Baker, H. W., Linen Co.....	52	Mandel Bros.	10
Becton, Dickinson & Co.....	12	Meinecke & Co.....	35
Betz, Frank S., Co.....	4	Muller & Co., Franklyn R.....	50
Borden's Condensed Milk Co.....	48	Edgar A. Murray Co.....	54
Bromley-Mercedes Mfg. Co.....	2	Nystrom & Co., A. J.....	44
Castle, Wilmot Co.....	47	Pick, Albert & Co.....	3
Cherry, J. G. Co.....	50	Quaker Oats Co.....	49-51
Chicago Medical Book Co.....	55	Randall, A. C.....	46
Chicago Surgical & Electric Co.....	55	Rock Falls Mfg. Co.....	5
Coast Products Co.....	45	Scanlan-Morris Co.....	41
Cordley & Hayes.....	51	Schering & Glatz.....	44
Detroit Laundry Machinery & Supply Co.....	54	Schmidt Co., B. L.....	54
Davis & Geck.....	Inside Front Cover	Sexton & Co., John.....	Back Cover
Diack, A. W.....	6	Sherman, G. H., M. D.....	Inside Back Cover
Henry A. Dix Sons Co.....	46	Southern Cypress Manufacturers' Association.....	7
Feick Bros. Co.....	40	Spiro, C., Mfg. Co.....	54
Fry Bros. Co.....	9	Stanley Laundry Supply Co.....	47
Gendron Wheel Co.....	Inside Front Cover	Storm Mfg. Co.....	52
General Laboratories.....	39	Triumph Mfg. Co.....	49
Genesee Pure Food Co.....	37	Wappler Electric Co.....	10
Gum Lumber Manufacturers' Assn.....	53	Whitney, F. E., Co.....	54
Hoffmann & Billings Mfg. Co.....	42	Wright Wire Co.....	42
Hobart Mfg. Co.....	3		

B-D

TRADE MARK

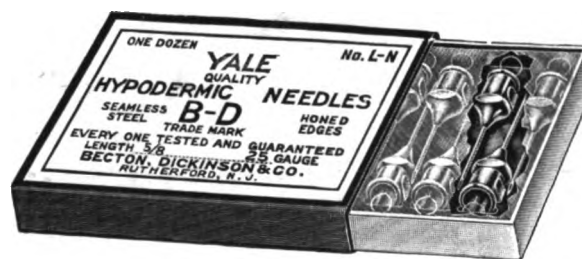


FACTORY AND GENERAL OFFICE

Our Method of Packing

Yale Quality Needles

clearly indicates the care
with which the Needles are made



Becton, Dickinson & Company

Rutherford,

New Jersey

As manufacturers, it is our policy to sell only to dealers, through whom you may obtain Yale Quality Needles at reasonable prices. We will gladly furnish information relative to any of our specialties on request. : : :

B-D

TRADE MARK

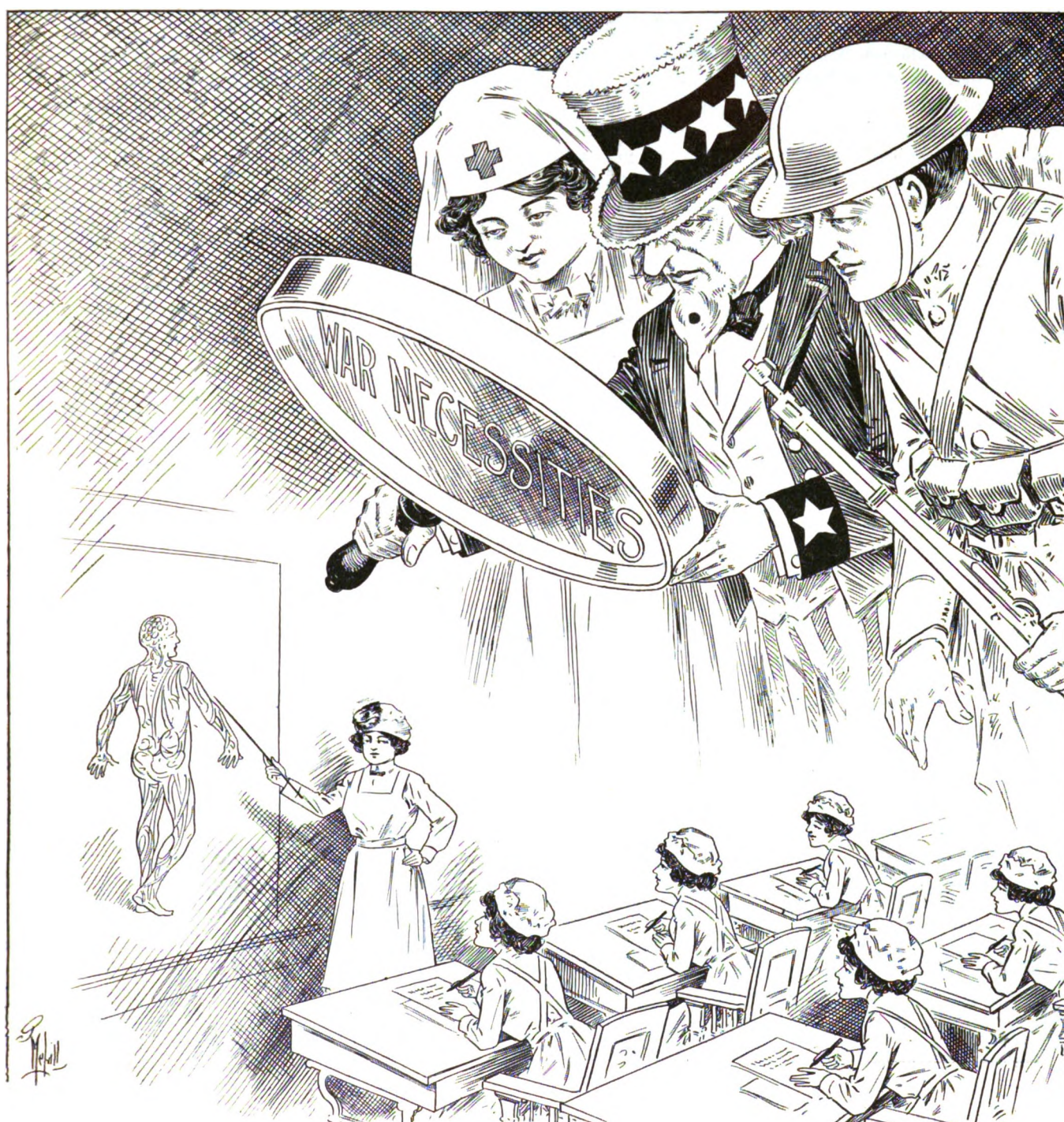
July, 1918
Vol. V, No. 6

HOSPITAL MANAGEMENT

417 S. Dearborn
Street,
Chicago

Published in the Interest of Executives in Every Department of Hospital Work
Entered as second class matter May 14, 1917, at the post office at Chicago, Ill., under the act of March 3, 1879.

The Training School Looks Bigger Than It Ever Did Before



Catholic Hospitals Endorse Standardization

Strong Resolutions Adopted Covering All Phases of Movement—Record Attendance at Chicago Meeting

The greatest gathering of Catholic hospital people ever held assembled in Chicago June 18-20 in the third annual convention of the Catholic Hospital Association. More than two hundred sisters were present, and twenty-eight states and two Canadian provinces were represented.

The interest and enthusiasm displayed by those present furnished a remarkable demonstration of the intelligence and eagerness with which the Catholic sisterhoods in the hospitals are devoting themselves to the problems of the day, and at the same time opened up a splendid vista of future achievement for the Catholic Hospital Association, which now includes in its membership more than two hundred institutions.

The convention was devoted principally to the subject of standardization, and the movement launched by the American College of Surgeons was given hearty endorsement in all of its phases. The responsibility of the staff in coming up to the demands of standardized service was emphasized in resolutions adopted by the organization, which went on record on this subject unanimously.

The sisters also adopted a noteworthy resolution pledging their service, insofar as might be possible, to the Government for whatever work they might be called on to do. This patriotic expression was given enthusiastically, and the telegram sent to President Wilson was acknowledged cordially by him, through Secretary Tumulty, before the meeting was over.

INTEREST IN TRAINING SCHOOLS

Great interest was shown by the sisters in the subject of training schools, and a resolution was adopted calling on those Catholic hospitals which have not

already established training schools to do so as soon as practicable. One of the group meetings held during the convention was devoted to a discussion of training school methods. These conferences, by the way, were found so practical and helpful that more time is to be given to them next year.

In connection with a discussion of nursing work, a resolution was adopted declaring a desire to adopt a washable uniform or gown, along with a curtailed veil, insofar as it will meet with the approval of the superiors, and be in keeping with the traditions of the respective orders or congregations.

Indicating the number of sisterhoods doing hospital work, and the widespread interest in the work of the association, the following orders were among those whose members were present at the convention: Sisters of Charity of the Immaculate Conception, Franciscan Sisters, Sisters of St. Vincent de Paul, Handmaids of Mary, Miserecordia Sisters, Sisters of the Holy Ghost, Sisters of Mercy, Gray Nuns, Sisters of Nazareth, Benedictine Nuns, Sisters of the Holy Cross, Sisters of Humility of Mary, Sisters of Christian Charity, the Black-Capped Sisters, Sisters of the Little Company of Mary, Sisters of the Precious Blood and the Daughters of Jesus. This is but a partial list.

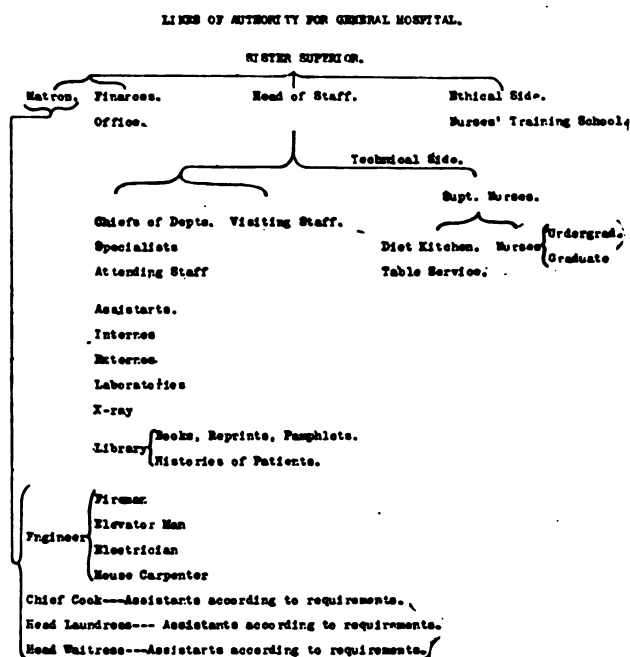
Because of the splendid work done by the officers of the association during the preceding year, they were re-elected, and the executive committee was added to. The Most Reverend Sebastian G. Messmer, Archbishop of Milwaukee, was re-elected honorary president, with Father Charles B. Moulinier, S. J., of Milwaukee, president.



CATHOLIC HOSPITAL ASSOCIATION

Sister Mary Joseph, St. Mary's Hospital, Rochester, Minn., was chosen first vice-president; Sister Mary Esperance, St. Mary's Hospital, Minneapolis, second vice-president; and Sister Mary de Pazzi, St. Michael's Hospital, Toronto, third vice-president. Dr. B. F. McGrath, of Milwaukee, was re-elected secretary and treasurer.

Members of the executive committee, in addition to



SCHEME OF ORGANIZATION OF CATHOLIC HOSPITAL

This outline was presented by Dr. A. J. Ochaner.

the officers, are Dr. Joseph Byrne, of Fordham University School of Medicine, New York; Sister Mary Regina, Mercy Hospital, Wilkesbarre, Pa.; Sister Mary Constance, Mercy Hospital, Baltimore; Sister Mary Ursula, St. Joseph's Sanitarium, Ann Arbor, Mich.; Sister M. Holy Cross, St. Joseph's Hospital, South Bend, Ind., and Sister Mary Alexis, Colorado Springs, Colo.

The resolutions adopted by the association on the subject of standardization included the following:

We approve of the work done by the American College of Surgeons for the standardization of hospitals and assure the college of our fullest co-operation in its endeavor for the betterment of hospitals and the resultant increased well-being of mankind.

We further wish to express our conviction that the secret division of fees as condemned by the American College of Surgeons is an unethical and nefarious practice, which we pledge ourselves to keep out or root out of our hospitals.

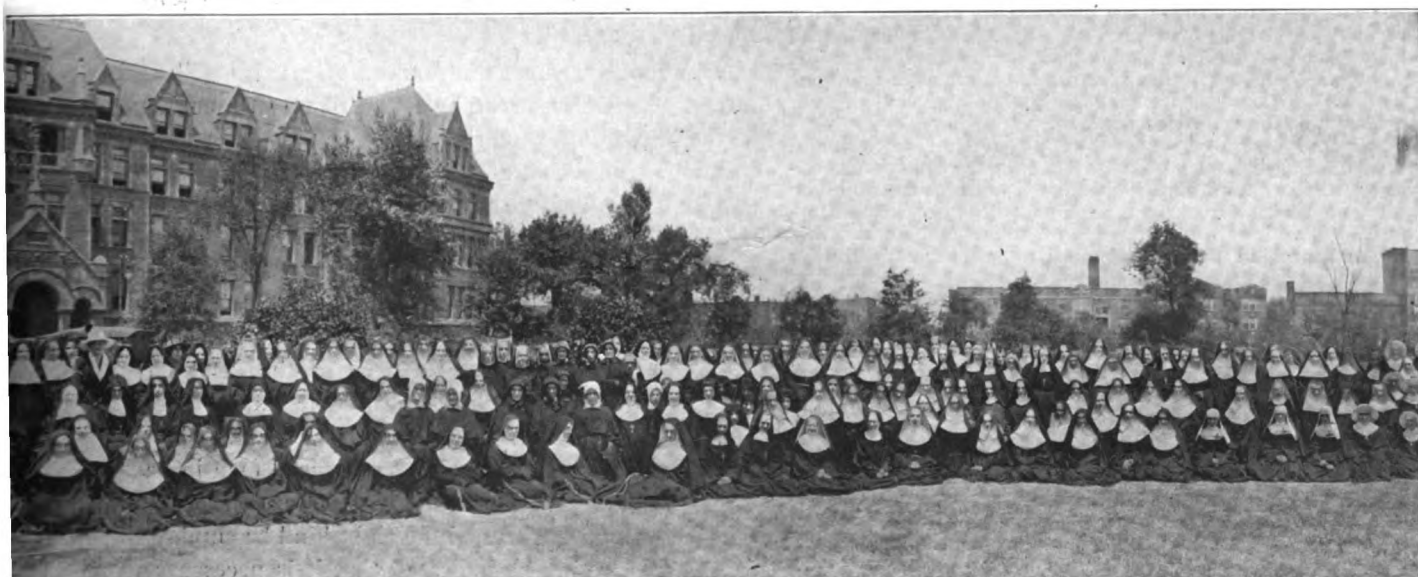
We further pledge ourselves to organize controlled staffs in our hospitals; to establish or continue an adequate system of case records, with a sister in charge, having full authority to demand the careful co-operation of doctors, interns and nurses; and to require of our staffs a monthly or bi-monthly analysis of these records; to secure from our superiors, staffs or friends funds to properly equip all necessary laboratories and to bring about as soon as possible the scientific training of our sisters as technicians of all kinds, anesthetists, dietitians, record keepers and social service experts.

We understand, appreciate and accept as a minimum reasonable requisite and safeguard of hospital efficiency—

1. The careful and conscientious keeping and periodical fearless analysis by the staff and hospital authorities of case histories and records.
2. The adequate equipment and scientific, technical and professional conduct of diagnostic laboratories.
3. The eradication of secret division of fees.
4. Honest and consistent effort to secure autopsies and to use the end result card.

Other resolutions not already referred to called on staff members to practice the most approved medical methods in their diagnosis and treatment of patients; pledged to state boards determined efforts to maintain the highest reasonable standards in training nurses; called on staff surgeons to qualify as soon as they are able for membership in the American College of Surgeons, and on staff doctors to become members of their respective county medical societies; urged all Catholic hospitals to become members of the association, and expressed "cordial feelings of friendship and co-operation" for the American Hospital Association.

Dr. John G. Bowman, director of the American College of Surgeons, who is in charge of the stan-



CONVENTION IN CHICAGO, JUNE 18-20

dardization program, was given an enthusiastic greeting by the association, and all of his talks during the course of the convention were received with such evidences of approval as to indicate that the Catholic institutions represented at the meeting were solidly back of the movement for better hospital service.

FATHER MOULINIER'S ADDRESS

Father Moulinier read his annual address as president at the morning session June 18. After outlining the ideas developed at previous conventions, he stated what he believed to be the principles back of



REV. CHARLES B. MOULINIER, S. J.,
Re-elected President of the Catholic Hospital Association.

standardization, to discuss which the convention had been brought together. In this connection he said:

In both of these previous conventions there was always one over-mastering controlling point of view, *service to the patient*. We never lost sight of the great, fundamental, ethical principle that the patient has a right to all the most enlightened, self-sacrificing, scientific, philanthropic and conscientious religious service that body, mind and soul of man craves for, needs and has a right to.

We repudiated any such thought that the hospital is a mere boarding-house, a place where the surgeon merely operates, where the internist merely prescribes medicine or treatment, where the nurse is little more than a cheerful attendant on whims, where the intern comes and goes in his white uniform in the performance of perfunctory duties, where the sister and the chaplain are pleasant and courteous and unobtrusive; and we have taken up with vigor and are now pursuing, after one year of interruption in our meetings, with renewed energy the whole-souled conviction that the work of caring for the sick in our hospitals is one of the most complex, serious, co-ordinated and exacting functions that any profession today is called upon to perform in behalf of its fellow men.

Furthermore, if what we have said in our previous two conventions be true, we are now logically and inevitably face to face with a question just as complex, just as serious, just as heart-searching and conscience-disturbing as any that can be put to an individual human being or responsible aggregate of human beings, and the question is this:

Are you performing your full duty to the sick as bound to do by the laws of man and of God? Are you and your

hospitals and your staffs and your interns and your nurses and your technicians and your dietitians and your record keepers and your clerks and your cleaning maids and orderlies and your engineers and all your helpers, are they, one and all, doing what they can and should for every patient that comes into your hospitals?

If they are, then you should rejoice in heart and mind and conscience, and go right on ever keeping pace with the growing truth of medical and scientific knowledge and general hospital service.

Dr. A. J. Ochsner, of the staff of Augustana Hospital, Chicago, read a paper on "A Model General Hospital," in which he urged that the element of human interest be not lost sight of in hospital work. He discussed the selection of the staff, and said that while the present is an era of transition, and that too rigid requirements in the matter of professional ability and educational qualifications cannot be adhered to, the time is coming when these can be maintained in all staff appointments. He suggested that vacancies be filled by the sister superior from a list of three candidates submitted by the staff.

CO-OPERATION IN TEACHING NURSES

In connection with the establishment and development of nurse training schools in Catholic hospitals. Dr. Ochsner suggested that teaching could be greatly simplified in the larger cities by having a central school to which students would go for their class work. In this way the best teaching facilities could be provided without being a burden on the individual hospital.

In a discussion of the educational work of the hospital the speaker referred to the service of externs, medical students who come to the hospital between the second and third school year and again between the third and fourth. They assist the interns, and give their entire time for varying periods, depending on the length of the school year.

Dr. Ochsner presented and explained a chart showing the division of authority in a Catholic hospital, in which the sister superior is the head, and all of the departments come under her charge. This is reproduced on Page 15.

An important paper on "Laboratories: Who Should Direct Them?" was read by Dr. William C. MacCarty, of the Mayo Clinic and St. Mary's Hospital, Rochester, Minn. He said that the whole hospital is a laboratory, and that the laboratory director should have access to all departments. He showed how laboratory facilities have grown, and said, referring to the fact that laboratories formerly did most of their work in connection with autopsies, that they should have an opportunity to study the living as well as the dead. He emphasized the value of microscopic examinations, especially in connection with surgical cases. He referred to the limitations of inexperienced men in handling pathological laboratory work, and suggested that laboratory workers of the right kind be employed. In this connection he indicated that it is necessary to pay a reasonable remuneration to obtain satisfactory

laboratory experts, and referred to the present dearth of qualified workers.

WANT LABORATORY EXAMINATIONS

As far as training laboratory technicians is concerned, Dr. MacCarty saw no reason why intelligent young men and women should not be trained for this work. Girls and boys are being employed at Rochester for laboratory work.

Dr. MacCarty declared that the public is beginning to demand more in the way of laboratory examinations, and that the doctor who does not call the facilities of the laboratory to his aid is not giving his patients proper service.

There was some discussion following Dr. MacCarty's paper regarding financing the establishment of a laboratory, and it was declared that the members of

be used to good advantage in hospitals as clinical clerks. He said that private patients no longer object to being used for teaching purposes, and that group and bedside teaching has taken the place of large clinics in amphitheaters. The small hospital in the rural district can be a teaching hospital, by teaching the doctors and the community.

The paper of Dr. William E. Morgan, of the staff of Mercy Hospital, of Chicago, on "The Reception of the Patient," was read in his absence by Dr. Charles F. Sawyer. Stress was laid on the position of registrar, and it was suggested that a combination of intelligence, tactful diplomacy and sympathy is needed for this post. He urged that the soul of the hospital be not smothered in the present-day tendency toward the elimination of the individual and the blotting out of the personal equation.

"Eighty per cent of the patients who are sent to hospitals," he said, "are pessimistic and dubious. If they are met with a sunshiny welcome, all of their apprehensions vanish and confidence dominates their spirits. Receive patients with sympathy, but don't commiserate with them. Put a brace behind the sympathy. This kind of spirit at the door will help establish friends in the community."

HAVE STAFF ANALYZE RECORDS

Dr. Louis F. Jermain, of the staff of St. Joseph's Hospital, Milwaukee, spoke Wednesday morning on "Group Diagnosis and Treatment." He said that this method prevents unnecessary operations and that it should be insisted on by the hospital, which is responsible for the welfare of every patient. The patient is the hospital's patient, not the doctor's. Referring to the staff organization at St. Joseph's, he said that outside doctors must be approved by the staff before they can practice in the hospital, and that visiting physicians must live up to the rules of the staff. The history of every case must be written. At monthly meetings of the staff, at which there is a roll-call, there is a discussion of the cases in the hospital, and the records are gone over. He said that this is the only way to get decent records. There is no extra charge to the patient for group diagnosis. Any staff member may be called in conference. The future of medicine, he concluded, lies in the direction of group work.

Wednesday afternoon was given over to private conferences of those interested in the various phases of Catholic hospital work. There were meetings of mothers general and mothers superior, teachers of training schools, supervisors of records, operating room nurses, anesthetists, laboratory workers, dietitians and social service workers. More of these conferences will be held at the next convention, as they proved popular.

Dr. John G. Bowman, director of the American
(Continued on Page 44)



DR. JOHN G. BOWMAN,

Director of the American College of Surgeons, Who Was the Exponent of Hospital Standardization at the Catholic Hospital Convention.

the staff should be willing to see to it that these facilities are provided.

Dr. Fred C. Zappfe, secretary of the Association of American Medical Colleges, of Chicago, spoke on "The Hospital's Position in the Education of the Doctor," in which he urged that the teaching facilities of the hospitals be made use of. Education is second only to the care of patients, he insisted. He urged that teaching affiliations be made with medical schools. The value of the outpatient department was emphasized both as a feeder to the hospital and for its educational contributions. Dr. Zappfe suggested that junior and senior medical students could

Hospitals Urged to Develop Training Schools

Minnesota Hospital Association at First Annual Conference Discusses Problems of Small Institutions—Collins Elected President

Emphasis on the training of nurses in the hospitals as a war service constituted one of the leading features of the first annual conference of the Minnesota Hospital Association held at the Curtis Court Hotel in Minneapolis, June 27 and 28. The hospitals, including the smaller institutions, were impressed with the fact that they should develop their training schools to as great a degree as possible.

The success of the conference indicated that a per-



DR. HERBERT O. COLLINS,
superintendent Minneapolis City Hospitals, Elected President
of the Minnesota Hospital Association.

manent addition has been made to the rapidly growing list of live hospital organizations. The papers were of exceptional quality, discussions were productive and the attendance was good. President George W. Olson, superintendent of the Swedish Hospital, of Minneapolis, and the other officers were congratulated upon the fine results of the initial meeting.

Dr. Herbert O. Collins, superintendent of the Minneapolis City Hospitals, was elected president of the association, with Dr. E. S. Mariette, superintendent Glen Lake Sanatorium, Hopkins, first vice-president; Mr. Fred Paulson, superintendent Norwegian Lutheran Hospital, Minneapolis, second vice-president; Mrs. Sarah H. Knight, superintendent Asbury Hospital, Minneapolis, third vice-president, and Miss Lydia H. Keller, secretary of the State Board of

Nursing Examiners, St. Paul, secretary and treasurer.

The members of the executive committee, in addition to the officers, are Miss Jeanette Christianson, superintendent Northwestern Hospital, Minneapolis; Dr. A. T. Laird, superintendent Nopeming Sanatorium, Nopeming; and Miss Louise M. Powell, acting superintendent University Hospital, Minneapolis.

HOSPITAL COUNCIL IS HOST

The principal entertainment feature, which was greatly enjoyed, was an automobile ride which included the industrial district of Minneapolis, visits to a number of hospitals and a luncheon at the summer home of Miss Harriet Hartry, superintendent of St. Barnabas Hospital, of Minneapolis, at Brookside. The Minneapolis Hospital Council was the host of the visitors on the outing.

The Rev. William Meyer, superintendent of St. Lucas Deaconess Hospital, Faribault, offered the invocation which opened the meeting, and Prof. A. J. Todd, president of the Central Council of Social Agencies of Minneapolis, welcomed the visitors, emphasizing the fact that hospitals are contributing to the national cause at this time in an especially effective way by means of conservation of food and nurse training.

Mr. Olson followed with his annual address as president, in which he referred to the work of the organization since its formation April 20, 1917, and the unusual difficulties with which it and individual hospitals have been confronted. He declared that the Government has given recognition of the vital character of hospital service, and that the public needs to be awakened to its importance. His address is printed on another page of this issue.

Mrs. Beth B. Titus, dietitian of the Minneapolis City Hospitals, and secretary of the Minnesota Dietitians' Association, read an interesting paper on "Food Conservation in the Hospital," referring to the use of substitutes for wheat flour, and calling attention to the necessity of regulating the prices of the substitutes, which she said greatly increase the cost of breads. Eating less bread is the best solution of the problem in the hospital. In the Minneapolis institution with which she is connected, two meatless days, in addition to Friday, have been observed, and meat is served but once a day, except in special cases. Corn and other vegetable oils can be substituted to good advantage for animal fats. Meat is purchased in the carcass, and trimmings are carefully handled and disposed of.

"The problem of the dietitian," Mrs. Titus said in closing, "is to make people realize that denying themselves in the consumption of foods on which restric-

tions have been placed is just as necessary as investing in Liberty Bonds and contributing to the Red Cross and other war causes."

In answer to a question, she said that oleomargarine is being served in the Minneapolis City Hospitals, and that it is given to patients as well as employees. It is not colored, and is cut on a machine just like butter. It is served in bowls of cracked ice, as it is harder to keep from melting than butter.

GREATER USE OF HOT BREADS

Miss Mabel Benson, dietitian of the Swedish Hospital, Minneapolis, urged the use of more hot breads, suggesting that this enables substitutes to be made use of and that from a dietary standpoint the practice is desirable. Addition of nuts to the diet through this means is one of the advantages.

Dr. Arthur B. Ancker, superintendent of the City



MISS JEANETTE CHRISTIANSON,
Superintendent Northwestern Hospital, Minneapolis, Member
Executive Committee Minnesota Hospital Association.

and County Hospital of St. Paul, and president of the American Hospital Association, was introduced by President Olson as the head of the best managed hospital in the United States. Dr. Ancker made an informal talk on "Wartime Economies in the Hospital," in which he began by saying that the average hospital is extravagant, and that the same methods would wreck a commercial enterprise.

"When I first entered hospital work," Dr. Ancker said, "I was continually hearing that economy had no place in the hospital, a statement I never had any reason to agree with. It certainly has a place, especially if the hospital is living up to its responsibilities.

The more you have, the more you can do in caring for the public. If you are wasting money, you are robbing yourself of the opportunity to spend that money on the individual who has no other way of being cared for.

"If we could divorce ourselves from sentimentality," Dr. Ancker added, "we could get down to business principles in hospital administration."

Dr. Ancker took occasion to say that he saw no reason why the hospitals should not observe all of the regulations of the Food Administration. He pointed out that the hospital family and help can observe them, and that patients on house diet can likewise. As far as those on special diets are concerned, they are Hooverizing anyway. He criticized those hospitals which are taking advantage of their privileged position to ignore the appeals of the Food Administration by using all-wheat bread and in other ways.

Dr. Ancker said that too much gauze and bandages are usually used, and that from his long experience in dressing wounds he was satisfied that they would get along better as a rule if not covered with so much cotton and gauze. Inasmuch as the hospitals may not be able to get these materials later on, it would be a good idea to see if the necessary consumption can't be reduced. He said that he thought that, like iodoform, these dressings would ultimately be found to be largely superfluous.

Referring to the distribution of supplies to the ward, Dr. Ancker said that having the requisitions signed by the supervisor instead of the nurse and all sent to a central office and issued by nurses under the supervision of the head of the training school had brought about a big saving.

LIKES CAFETERIA METHOD

"The cafeteria method is the best if you have room," said Dr. Ancker in referring to possible food economies. "Two-thirds of the patients don't eat a number of articles commonly served. If you were to make an investigation you would be surprised to find the amount of food that is served and not used."

In the discussion which followed, the matter of saving gauze by reclamation was given attention, and it was evident that most of those present were reclaiming the material, stating that it can be used over again, whether coming from clean or septic cases.

Dr. C. P. Nelson, of the staff of Norwegian Lutheran Hospital, of Minneapolis, said that the surgeons can save ligatures by care in the handling of their operations, and that usually there is an excessive consumption in this respect.

President Olson remarked on the economies that the average hotel is practicing at present in regarding to the linens, and said that it would be a good plan not to send these to the laundry as frequently as has been the rule.

The afternoon session was devoted to a discussion of the nursing situation, with special reference to the needs of the smaller institutions. The hospital

which is operating without a training school, that which is maintaining a school by affiliation, and that which is training pupils sent from affiliated schools were all represented in the talks, which aroused

thereafter. Some system for training practical nurses is needed, she said.

Miss Georgia H. Riley, R. N., Superintendent of Montevideo Hospital, at Montevideo, spoke on the topic, "Can the Small Hospital Maintain a Training School?" in which she took the affirmative of the proposition.

"Too much emphasis," she declared, "is laid on the size of the hospital, and too little on the quality of the nursing. The best training consists of two years of bed-side training in a small hospital, followed by laboratory work and other features in a large general hospital during the third year. The small hospital can and should maintain a training school, with affiliation for its third year work. Only the small-town hospital can furnish nurses for work in the small-town field.

HAS STOOD TEST OF TIME.

"The system of student nursing care under suitable supervision has stood the test of time. The hospital training school should be filled to capacity. Housing facilities for student nurses should be increased to meet a patriotic need. Every pupil nurse should be made eligible for registration."

Miss Louise M. Powell, R. N., acting superintendent of University Hospital, Minneapolis, told of her experience with students from affiliated schools, and



MR. J. E. HAUGEN

Manager St. Paul Hospital, One of the Speakers at the Minnesota Hospital Convention.

livelier discussions than any others on the program.

Miss Lillie Denning, R. N., superintendent of the Benson Hospital, Benson, spoke on "The Small Hospital Without a Training School," in which she described the situation at her institution, which is located in a town of 2,500 in a farming district and has eighteen beds. A training school was operated for two years, but was discontinued because of inability to get recognition. Following that, untrained girls were employed at \$10 to \$25 a month. They had to be closely supervised, but did good work. She said that it is financially and otherwise impossible for the small hospital to employ graduate nurses, and that probably the best plan would be to give the girls who are employed some theoretical work along with the practical.

COUNTRY DOCTOR NEEDS HOSPITAL

"The country doctor needs the hospital, and the hospital needs good nurses," she said. "We ought to get together with the state nursing board and work out a plan whereby the small hospital can train nurses."

Miss Delia O'Connell, superintendent of Rest Hospital, of Minneapolis, said that after giving up the operation of a training school she had been operating by having two capable graduate nurses and employing girls at \$5 a month for the first year, and more



DR. E. S. MARIETTE,

Superintendent Glen Lake Sanatorium, Hopkins, Minn., Elected First Vice-President Minnesota Hospital Association.

said that the slight amount of extra trouble is fully repaid by the results. She now has sixty-one students from other schools. When the plan was started these senior students were paid \$10 a month, but this



MINNESOTA HOSPITAL ASSOCIATION IN CONVENTION AT MINNEAPOLIS, JUNE 27 AND 28.

was discontinued. In their training an effort is made to give them work they have not had previously.

Miss Lydia H. Keller, R. N., who is now secretary of the State Board of Nurse Examiners of Minnesota, spoke of the unfair treatment of students who have been taken into what they believed were accredited schools, when these schools were not accredited.

"Boards of directors that are building new hospitals," she said, "think little about the training school and its equipment, but a great deal about the operating room and the requirements of the surgeons. The superintendents of nurses, who are expected to train the students, have almost nothing to work with—no record books, no class-rooms, etc.

"Before a hospital is built, a superintendent should be appointed and the requirements of the training school ascertained. Then the facts will be known and the work of the training school taken care of in planning the hospital.

"The demands made on one woman in the small hospital are simply enormous. She is usually the operating room supervisor and night superintendent, as well as the superintendent of the hospital. She needs assistance, and it should be given without having to ask for it. That she should also train the nurses is a physical impossibility.

"The one-year course for nurse attendants, of which considerable is now being heard, is not approved. On the other hand, we must meet the situation for the period of the war. It is possible that a one-year course in hospitals, that can't meet the requirements for training nurses, under proper su-

pervision, would enable these hospitals to obtain service, and to take care of their duty to the sick.

"Recognized training schools should be increased, so as to enable special nursing in hospitals to be done by students. Graduates who are holding positions in hospitals and can be spared should be released for war work. Hospitals that are eligible for the operation of accredited training schools should put them in, by means of affiliation, and release these women.

"On the other hand, many women holding executive positions in hospital training schools have signed up for Red Cross nursing and left their schools without heads. They should consult their boards before leaving their positions, and see that the work is to be carried on properly before entering military service."

Miss Powell was called on to tell something of the Army School of Nursing which has been established by the Surgeon General of the Army. It was explained that it would be started in some of the cantonments, and increased as needed. Affiliations with civil hospitals to provide training in subjects not taken care of at the base hospitals will be arranged.

DENTAL INTERNSHIPS WANTED

Dr. T. B. Hartzell, of the staff of University Hospital, Minneapolis, made an appeal to the hospitals to establish dental internships, saying that all of the graduates of the 1918 class of the dental department of the University of Minnesota are seeking positions of this kind to await the need of their services. They have enlisted, but are not yet needed, and under the circumstances cannot open offices. But they would

(Continued on Page 48)

Value of Hospital in War-Time Is Recognized

Government Has Shown Appreciation of Institutions as National Asset—How Associations Can Arouse Public

By George W. Olson, Superintendent of The Swedish Hospital, Minneapolis, Minn.

[EDITOR'S NOTE: The following is from the address of Mr. Olson as president of the Minnesota Hospital Association and was read at the annual conference at Minneapolis, June 27 and 28. It indicates in a very definite way the possibilities of hospital organization work.]

Never before in the history of America, and, we might say, of the world, have the hospitals received such universal recognition as a great national asset. The war has accomplished in this respect what years of patient toil or brilliant exploitation could not have accomplished. The Government recognizes the hospitals as vital factors in the preparation for war, in the conduct of war, and in the restoration and rehabilitation that must follow the war.

Surely, such recognition from our national government is tenfold compensation for our privations. We would raise our voices in exultation and our heads in justifiable pride, were it not that this recognition imposes upon us a greater responsibility than any we have ever before attached to our institutions and our work. The Government not only calls upon us as the qualified and accredited sources of supply for trained physicians and nurses: *it expects us to furnish them.*

So far we have given satisfactory response—we have "made good." But are we prepared to keep up the supply? Are we expanding, intensifying, forcing our production of the very vital forces needed for the maintenance of the health and preservation of the man- and woman-power of the nation? Herein lies the test of our present hospital system, if we may be said to have a system.

It is the lack of a well-developed system that presents difficulties bordering on a national problem. In the absence of a national or even a state system governing our hospitals, it is supremely important that organizations such as ours are formed, maintained and developed, so that relationship and co-operation of the closest character may be brought into existence among the individual hospitals functioning to train physicians and nurses and care for the health of the people.

While thus governmental recognition has been accorded to the general hospitals of the country in the most flattering measure, the public, which must support these hospitals, has not yet awakened fully to its responsibilities with respect to these institutions. Evidence of this is found in the falling off in voluntary gifts to hospitals and the often unreasonable complaints heard regarding hospital charges, even where these have been increased but slightly. An awakening needs to be brought about, so that our

people may realize more fully than heretofore the demands their hospitals are called upon to meet and what slender resources these hospitals have without the generous support of the public.

To bring about an awakening of the public to the needs of the hospitals is distinctly a function which our association can and should perform. Development and extension of our hospitals should be considered a war measure. Hospitals whose patient accommodations are overtaxed, whose nurses' homes are overcrowded, should not hesitate to make their needs known and demand aid from the public. It is a patriotic duty which they owe to the community and to the nation.

A few small private hospitals have been discontinued during the past year. Others have been transformed from private enterprises into community institutions, by transfer of ownership and control from an individual, usually a physician, to a group of citizens organized into hospital association. These conversions of the country or village surgeons' individual enterprises into community hospitals, with ownership and responsibility in the hands of the best citizens of the town, are good signs of a better understanding of the functions of the hospital on the part of both profession and laity throughout the state.

It were desirable if more of the small private so-called hospitals could be turned into community enterprises, serving all the qualified physicians and the whole public within the county or whatever unit might be adopted as the community to be served.

The nursing problem of this type of hospital is the great retarding factor in its development. It is now much easier for the individual surgeon to conduct a private hospital of a few beds in a private dwelling, where the care can be administered by a practical nurse, than to conduct a central hospital, open to other physicians and to all the people, because in such a plant there must be a larger number of persons engaged, with a higher standard of system, organization and discipline. To obtain the working force necessary to the operation of such a hospital presents a difficult problem under present conditions.

I believe it would be possible in this state, through a little effort on the part of our association, to secure legislation whereby hospitals could be aided by their respective communities with appropriations from public funds, eligibility to receive such aid to be determined by a state hospital inspector functioning under the state board of health. The hospital could then be made the center of public and private health activities in the community to which it belongs.

Health Requirements of Sisters and Nurses

Physical Examinations of Applicants, Care in Selection of Diet, Plenty of Exercise and Fresh Air Are Necessary

By Charles Morgan McKenna, M. D., F. A. C. S., Staff Member St. Joseph's Hospital, Chicago

[EDITOR'S NOTE: Hospitals are established to insure health for the community, but often the health of hospital workers themselves is neglected. The paper of Dr. McKenna read at the annual convention of the Catholic Hospital Association in Chicago, June 18-20, seemed novel because it discussed a topic that is seldom dealt with—the health of nurses and sisters. Its reading was followed by a remarkable demonstration of enthusiastic approval by the sisters.]

I know of no class or organization where a healthy mind or a well nourished and developed body is so gravely necessary as to those caring for the ill or injured; I know of no work that deserves more consideration on the part of the applicant entering the community of sisters or the nurses' training school.

It is just as important for her to pass a high standard of mental and physical examination, as it is for her to pass or graduate from high school, or pass her collegiate courses.

First, there should be a thorough examination of the teeth by a proficient dentist, working co-operatively with an X-ray man. It is a recognized fact that teeth and tonsils are two great avenues of infection and the frequent cause of rheumatism and heart lesions.

"A decayed tooth is not only a source of suffering but the cause of improper nourishment and poor health. Decayed teeth and a bad stomach also cause an offensive breath, which is a very serious failing in nurses. It is indeed so important that it practically prevents a nurse from caring for a sensitive or well-bred patient," said Bacon.

Tonsils should receive the same consideration and be treated or removed by specialists. By specialists I mean men who do nothing else but nose and throat work.

The examination of the eyes and well-fitted glasses should be made at the time of entrance and at different times later on.

Too much stress cannot be given to frequent urinalysis.

EXAMINATION OF THE FEET

I believe it would be a good plan to make it compulsory that all sisters and nurses taking up their work have a foot examination by an orthopedic specialist, who would recommend that properly fitted shoes be made, and all irritations, bunions and corns removed. Persons with flat feet cannot do their work properly, and unless their shoes are made to fit it would be useless to try and carry on their work. A competent shoemaker who has had experience with falling arches should be employed.

The examination of the lungs is exceedingly important, and should be done by a specialist on the thorax.

Likewise the pelvis should be examined by a competent gynecologist. If a nurse has painful menstruation, so that she is hardly able to be out of bed for two or three days, she is certainly not in condition to properly care for her patients.

I believe one's physical condition depends largely upon a well-regulated diet. It is just as impossible for one to do good work while suffering from chronic constipation, as it is to do good work while auto-intoxication is taking place from other sources. This condition exists through negligence or ignorance of not knowing what kind of food to use or how to prepare it, and should be corrected by diet properly prescribed.

The care of the digestive tracts suggest the care of the skin. The care of the skin is closely associated with the subject of clothing. Loose, comfortable clothing should always be worn, and much consideration should be given to clean hands, without cracks, hang nails, or any abrasions and unadorned by rings.

In connection with this subject comes exercise.

GET ENOUGH EXERCISE

Do the nurses and sisters get enough exercise, and do they get the right kind of exercise? It is most important that exercise be given in the most intelligent manner. By this I mean exercise that will give the best physical and mental development. It is not enough simply to take walks out of doors at intervals, but it is necessary that definite gymnastic exercises in and out of doors be taken and sufficient time given to them.

This should be followed by well-regulated bathing facilities. One cannot dwell too much on the necessity of having modern equipment for the different kinds of hot, cold and steam baths—assuming that blood pressure is normal before she has been admitted to the institution.

I do not believe enough attention has been given to the housing question. It is impossible for one to be in fit condition where ventilation or sleeping quarters are inadequate. Much time should be given to this side of sisters' and nurses' method of living. I have seen only a few hospitals where this part of their lives is up to standard.

It is to the best interest of institutions for sisters and nurses to have private sleeping quarters, so that they may not be disturbed by the going or coming, or even the snoring of other occupants. And in connection with the sleeping compartments I believe it is highly important that there should be sleeping porches, which can be used either summer or winter.

Are You Doing Your Part for Maternity Cases?

Stirring Appeal to Hospitals Shows Need for Proper Organization of This Work—The Public Is Ready

By Charles E. Paddock, M. D., Staff Member St. Luke's Hospital, Chicago

[EDITOR'S NOTE: The following paper, on "Obstetrics and the Hospital," was read at the convention of the Catholic Hospital Association in Chicago, June 18-20. It is commended especially to the superintendent of the small community hospital which is giving so much attention to surgery that provisions for a real maternity department have not yet been made.]

The department of obstetrics has not developed as other branches of medicine have. The reason is made plain if we study past conditions, which allowed medical students to graduate without ever having seen an obstetrical case, and permitted ignorant women to act as midwives.

The law demands that a man or a woman must have had three or four years of medical training and have received a diploma before he is allowed even to write a prescription for a dose of medicine. But to the midwife, who has the most limited preparation and scarcely any education, the right is given to attend a woman in childbirth. Fortunately this state of affairs gradually is being changed, but not as yet changed enough for us to obtain much benefit. It is because there is such indifference to obstetrics that the laity are slow to accept new methods, and physicians are content to go along doing things in the same old way.

Somehow we must be aroused! For in the past twenty-five years, the mortality and the morbidity due to childbirth have not much lessened and will not improve until the department of obstetrics is placed upon a higher plane of observance. A woman in labor may now be attended by anyone, and during the delivery any place is good enough for the patient. Every obstetrical case is a surgical case, and the sooner that the fact is accepted by all concerned the better it will be for the mother and the babe.

To operate upon a woman who has a small tumor of the breast a skilled physician, surrounded by all the modern conveniences of the hospital, is demanded, while the woman in labor is left at her home, where no pretense at cleanliness is made. Perhaps she occupies a room which recently has contained a contagious or septic patient, and is attended by the family physician, who must of necessity neglect her because he has other patients demanding his attention. Also, the obstetrical case is nursed by willing and loving friends, but they are entirely ignorant of the first principles of surgical cleanliness. Is it any wonder, then, that our mortality and morbidity are so great?

From the fundus of the uterus, down through the genital tract, to and including the vulva, there is a wound surface, torn, bruised and bleeding. It is necessary that this wound surface be protected from

outside contamination with pathogenic organisms. It is necessary that tears be properly repaired, that the integrity of the parts be maintained and that infections be prevented.

HOW SENTIMENT OPERATES

With these facts before us, why should the patient with the small tumor be sent to the hospital and the woman whose life is being jeopardized in childbirth be left at home under unhygienic surroundings? There are reasons that make such a thing possible. But I think you will find the most telling reason is sentiment—as for instance, that the father or mother or a dear relative was born in a certain home, and the expected child must, then, likewise be born there. Besides, there is the traditional belief that only paupers are born in a hospital.

Added to sentiment and tradition, fear is another reason frequently given for not going to the hospital to be confined. Only recently I heard a fairly well educated woman say that at the hospital they would strap her to a table with her feet in the air. Another one knew that "they" would change her baby, and give her the child belonging to someone else.

Then there is the fear of the physician that his patient may not get the proper attention at the hospital because he is not a member of the staff of that hospital. In the latter case there may be some excuse for his concern. Occasionally I have been obliged to attend a case in a strange hospital, and I know that my patient did not get the attention she deserved because I was handicapped by not knowing the nurses and interns. With or without foundation there is no doubt that such impressions often deter a physician from taking a case in labor to a hospital. Sometimes a physician feels that his patient is lost to him for future confinements if he sends her to a hospital. For often the nurse tells the patient that she has never heard of her doctor, and that "Doctor So-and-So, of our hospital, is a much better man."

Then financial reasons are frequently given for not placing an obstetrical case in a hospital, and unless one occupies a ward bed there must of necessity be more expense attached to the case than at home. But, after all, want of knowledge on the part of the patient that the hospital is the better place for her in which to give birth to her baby is one of the main reasons for so many deliveries at home. More and more, however, women are seeking the hospital for their confinements, and those of us who are limiting our prac-

tice to obstetrics are seldom told by the patient that she wishes to remain at home, but she immediately asks, "What hospital shall I go to?"

Twenty years ago one would rarely hear of a woman's going voluntarily to the hospital to be delivered, but now the rich and the poor are making reservations at the hospitals weeks before the expected time. This fact shows the movement is growing; that people are becoming more enlightened as to the benefits of such a procedure.

The physician who is doing careless obstetrics in the home will do better work at the hospital, because he is being watched by bright, active young interns and nurses. Yet all the poor obstetrical work is not done at the home, because occasionally a physician whose work is far from what it should be will become associated with a hospital. This man, however, will not stay long. He is soon found out.

One in a position to observe cannot help but be shocked when he sees the inferior surgery that is being done at the homes. Daily, women in labor are brought to the hospital mutilated, the babies still unborn, but dead, killed by the brutal use of instruments, and we see a very small fraction of the victims only.

The family is often a disturbing element at a confinement, because its mental attitude toward the physician, who so frequently needs encouragement, is anything but helpful. The demands by the family that something be done to hasten the delivery often causes the physician to interfere before he should, which results in injuries to the mother and child. But at a hospital there is not the same opportunity for the husband to interfere, for there the doctor, with the assistance of his nurses and interns, who share his responsibilities, is able to leave the room when he considers it necessary for the good of the patient.

Because hospital facilities are in themselves so valuable, it is unfortunate that these facilities are within the reach of the few. And yet as year by year every little village is building its hospital, it will not be long before hospital facilities will be within the reach of all. And as capable men and women are connected with these institutions, it is no longer the rule for people to seek the larger cities for experienced physicians and hospital facilities.

Those of us in the larger cities, who think we excel in such blessings, might with profit study the work of the rural hospitals.

Good obstetrics cannot be done in the home, any more than good abdominal surgery can be done in the home. Neither can good obstetrics be done in a hospital without a well organized obstetrical department. One is as impossible as the other. It would be better that the patient remain at home than to be

cared for in a general hospital with no special department of obstetrics.

So every hospital should have its maternity department, which consists of surgeons, interns and nurses qualified for the work. At the head of the department should be a well trained graduate nurse in charge of all, one who has had special training in a maternity hospital. The hospital will protest that it cannot afford such luxuries! But the time is coming when it must! No hospital can run upon a paying basis and do what it should for the community. The money must be sought elsewhere.

Aside from reasons of sanitation and safe delivery for the mother, there is another reason why the hospital should be selected as a proper place for the confinement, and that is in the special interest of the infant. There frequently comes a time in the delivery of a woman when it becomes necessary for the physician to act promptly to save the life of the babe. I am sure that most any physician will say of a certain case, "Had I had my patient in a hospital, I should not have lost the baby."

It has been a great source of satisfaction to me in the past few years to know that I have saved the lives of many babies, because I had my patients in the hospital. I know from experience that many of them would have been sacrificed in the home. The physician watching at the bedside of the woman in labor, frequently testing the heart beats of the unborn babe through the mother's abdomen, occasionally notices that the life of the infant is being jeopardized. He knows that there are only a few minutes left to save the child. If his patient be at her home, assistants must be sent for, arrangements for the operation attended to and much time is lost. The baby is sacrificed! But in a hospital the conditions are different. Assistants are ready, the patient quickly delivered and the baby saved. Any case at any moment may become an emergency case. With the most favorable prognosis, something may suddenly develop that calls for the delivery.

This is not a dream, but a fact! And so serious a fact, that in conclusion I beg of the hospitals that they give as much attention to the delivery room as to the operating room, and that obstetrics be taken as seriously as a surgical operation, and treated in the same manner. And that the obstetrical department be given all the skill, all the surgical cleanliness of the surgical case, and that you help us by your hearty co-operation is my earnest appeal to the organization that I have the pleasure of addressing this morning.

Lakeside Hospital, Oshkosh, Wis., which was taken over by the Sisters of the Sorrowful Mother, has been formally opened as Mercy Hospital. It will be used principally for maternity and children's cases. Sister Cornelia is superintendent.

Simplicity Demanded of Hospital Accounting

Records Should Be in Form Easily Maintained—Departmentize by Column Headings—Keep Public Advised

By J. E. Haugen, Manager St. Paul Hospital, St. Paul, Minn.

299

SAINT PAUL HOSPITAL

July 1918	Reg. No.	Dept.	Room	Diagnosis	Prescription	Drugs	Operating Room	X-Ray Room	Laundry	Other	Total
9	1558	1558	1558	1558	1558	1558	1558	1558	1558	1558	1558
10	1559	1559	1559	1559	1559	1559	1559	1559	1559	1559	1559
11	1560	1560	1560	1560	1560	1560	1560	1560	1560	1560	1560
12	1561	1561	1561	1561	1561	1561	1561	1561	1561	1561	1561
13	1562	1562	1562	1562	1562	1562	1562	1562	1562	1562	1562
14	1563	1563	1563	1563	1563	1563	1563	1563	1563	1563	1563
15	1564	1564	1564	1564	1564	1564	1564	1564	1564	1564	1564
16	1565	1565	1565	1565	1565	1565	1565	1565	1565	1565	1565
17	1566	1566	1566	1566	1566	1566	1566	1566	1566	1566	1566
18	1567	1567	1567	1567	1567	1567	1567	1567	1567	1567	1567
19	1568	1568	1568	1568	1568	1568	1568	1568	1568	1568	1568
20	1569	1569	1569	1569	1569	1569	1569	1569	1569	1569	1569
21	1570	1570	1570	1570	1570	1570	1570	1570	1570	1570	1570
22	1571	1571	1571	1571	1571	1571	1571	1571	1571	1571	1571
23	1572	1572	1572	1572	1572	1572	1572	1572	1572	1572	1572
24	1573	1573	1573	1573	1573	1573	1573	1573	1573	1573	1573
25	1574	1574	1574	1574	1574	1574	1574	1574	1574	1574	1574
26	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575	1575
27	1576	1576	1576	1576	1576	1576	1576	1576	1576	1576	1576
28	1577	1577	1577	1577	1577	1577	1577	1577	1577	1577	1577
29	1578	1578	1578	1578	1578	1578	1578	1578	1578	1578	1578
30	1579	1579	1579	1579	1579	1579	1579	1579	1579	1579	1579
31	1580	1580	1580	1580	1580	1580	1580	1580	1580	1580	1580

FORM USED FOR ACCOUNTS RECEIVABLE AT ST. PAUL HOSPITAL

[EDITOR'S NOTE: The following is from a paper on "Hospital Business Record Keeping," read at the first annual conference of the Minnesota Hospital Association at Minneapolis, June 27 and 28. The importance of presenting the financial status of hospital affairs to the public is well brought out in J. E. Haugen's paper.]

I would define keeping the records of a hospital this way: That they should show every business transaction of the hospital, item for item, including a full statement of resources and liability, and a true statement of profit and loss, accessible at any time to the management, including the auditing committee, and accessible also to patrons and the public.

The problem of recording hospital business is two-fold—for the business itself, and for the patrons and the public. As to the business itself, the problem is that it should be complete, and yet economical.

In order that it may be complete, every record should conform to the three following rules:

The transaction must be fully recorded.

The details of the transaction must agree.

The facts recorded must be capable of demonstration.

The record must be economical, for time is money. Auditors are expensive servants, in fact. A system of records should save time for the bookkeeping part also, and at the same time make it possible for the auditors to check up every item and all footings and balance sheets in the briefest time possible. It should make it possible for anyone in the management, at short notice, to find the status of any act or look up any monthly or yearly balance. Saving time is the chief item in making a system of records economical.

I wish to distinguish between patrons and public. Patrons of the hospital are those who support the hospitals in some way, such as doctors and their patients and other contributing friends. The public consists of all the rest of the people, who may or may not be interested in hospitals. It is to the advantage of the hospital to present its business to the public as well as to the patrons.

There are surely many good systems of recording the business of a hospital to the satisfaction of its management, as well as to the patients and the public; but I shall present here in brief just one system that is in actual use, that has been tried out with success at one of our hospitals.

The system to which I refer is the columnal system of bookkeeping.

The columnal system of bookkeeping gives in

Date of Admission <i>June 25/18</i>		ST. PAUL HOSPITAL	
Date of Discharge <i>July 2/18</i>		No. <i>1558</i>	
Name <i>Mr. E. Haugen</i>			
Address <i>Minneapolis, Minn.</i>			
		DEBIT	CREDIT
By Deposit			
To Hospital 2 weeks @ \$ 18.00 days @ \$		36.00	
" Operating Room		10.00	
" Delivery Room <i>Anesthetic</i>		2.00	
" X-Ray Room			
" Drugs, Dressings <i>Laboratory 35</i>		2.95	
" Ambulance			
" Special Nurse			
" Board Special Nurse		4.50	
" Laundry		5.45	
<i>July 9/18 By Cash to Bal</i>			53.90

CARD USED IN RECORDING PATIENTS' ACCOUNTS

parallel columns the daily record of the business of each department or sub-department in full, the credits as well as the debits.

This system has been in use at the hospital I have in mind for five years. The hospital has an annual business of about \$80,000.

The columnal system of bookkeeping includes the duplicate receipt system, which records the hospital cash receipts, item for item, and is in form worded to conform to the heads of the departments. The original receipt is given to the one who pays the bill, and serves also as a statement of the account. The duplicate is kept by the hospital in book form, and is used for the posting of the journal cash book, the

full amount in total, and then its distribution to the credit of the various departments.

A triplicate could also easily be taken by this method, and this could be placed with the auditor, who could then audit the accounts of the hospital without going through the books.

The columnal system also includes the voucher check system for the disbursements, and shows the amount paid out in each case, as well as a statement of the account which the check is supposed to cover, and shows the auditors and everybody else concerned, in every case, what the money is paid out for.

At the end of the fiscal year, or at other times when deemed necessary, the hospital should print, at least in summary, a statement of its business, for distribution.

Such statements can then be distributed by the agents and friends of the hospitals wherever it is deemed advisable. In this way much of the ignorance concerning the hospitals can be dispelled, and much of the prejudice can be removed. Many friends can be gained for the cause of hospitals; and people will, on the one hand be more willing to be taxed, and, on the other hand, more willing to contribute of their own free will to the general advancement of hospitals.

To Train Colored Nurses

Louisville City Hospital Plans Affiliation
To Supply Service for Negro Patients

Dr. Henry Enos Tuley, superintendent of the Louisville City Hospital, has announced a plan for the establishment of a colored nursing service for colored patients. In Louisville and other Southern cities the race question is a serious one, and in answer to recent criticisms regarding having white nurses care for colored patients Dr. Tuley said:

There are five colored wards in the hospital and at present there are 106 colored patients in them. The white nurses on the male colored wards are there as supervisors only, to see that the staff's orders are carried out, keep the charts written up and give medication. The actual care and nursing of the men is performed by male orderlies on each male ward.

We would much prefer that there be no female white nurses in any of the colored wards, and plans are being formulated whereby an affiliation may be had between the City Hospital and the Red Cross Colored Hospital Training School for Nurses. The colored pupil nurses of this hospital would have one year's training at the city hospital, thus relieving the colored wards of white nurses.

Mobile Hospital Units Ready

Mobile hospital units are ready and waiting in this country to sail whenever Gen. Pershing asks for them. The units ready to sail now, or able to embark on from two weeks' to a month's notice, include base hospitals, evacuation hospitals, evacuation ambulance companies, railroad hospital trains, convalescent camps, and medical supply depots. All these are in addition to the regular medical department units, with each division or other separate military organization.

Tentative Program Is Out

War Problems Feature Convention of American Hospital Association at Atlantic City

The tentative program of the convention of the American Hospital Association, to be held at Atlantic City September 24-28, has been completed. Hospital war problems form the keynote of the convention, while sectional meetings, to be held for the first time, insure special interest from department workers.

There are sections on out-patients, dietetics, social service, hospital construction, nursing and hospital administration. Mr. Michael M. Davis, Jr., of Boston, is chairman of the Section on Out-patient Work; Miss Lulu Graves, of Lakeside Hospital, Cleveland, is chairman of that on dietetics; Mr. John E. Ransom, of the Central Free Dispensary, Chicago, heads the Section on Social Service; Dr. George O'Hanlon, superintendent of Bellevue Hospital, New York, is chairman of the Section on Hospital Construction, and Dr. Joseph B. Howland, of Massachusetts General Hospital, Boston, is chairman of the Section on Hospital Administration.

The general session on "Hospital Problems Resulting From the War" will be held Wednesday, September 25, and at that time Dr. S. S. Goldwater, superintendent of Mt. Sinai Hospital, New York, will present the report of the War Service Committee, while the Surgeon General of the Army, the American Red Cross, the War Risk Insurance Bureau and the Federal Vocational Board will be represented by speakers. Arthur W. Dunbar, medical director of the United States Navy, will read a paper on "Utilization of Civil Hospital Facilities."

Dr. Arthur B. Ancker, superintendent of the City and County Hospital, St. Paul, who is president of the American Hospital Association, has sent an open letter to the members, in which the appointment of Mr. Howell Wright, executive secretary of the Cleveland Hospital Council, as temporary executive secretary of the association, is referred to. Dr. William H. Walsh, secretary, has been given an indefinite leave of absence, as his military service has taken him to Camp Grant, and made it impossible to continue his association work.

In calling for the best possible attendance at the Atlantic City convention, Dr. Ancker said:

Hospitals are facing more vital problems today than ever before, problems which can be settled, adjusted, or met only by unified, concerted action; problems far-reaching and many-sided, resulting directly from the war, which can be understood only through extended discussion and by aid of those in authority who can give fundamental facts and reasons.

It is the public duty of the hospitals of America to take part in this meeting and thereby contribute to its success. No hospital can afford to be without representation. It is the obvious duty of the trustees of every hospital to arrange for the attendance of a representative.

THE HOSPITAL ROUND TABLE

Reprocessing Woolen Blankets

In view of the scarcity and high price of woolen blankets, some of the hospitals are making a point of having their old ones, even those which seem to be worthy of a position on the retired list, overhauled and reprocessed. This work is done by woolen mills, while large cleaning and dyeing concerns are often equipped for it. A blanket which has worn thin and lost its nap can be made to look practically new for small expense.

It was stated at the Minnesota convention that the woolen mills are not permitted to take orders from civilian hospitals any longer, and that purchases must be made from stocks already manufactured and in the hands of distributors. That being the case, immediate buying of blankets for current needs would seem advisable.

Get Co-operation of Help

Adopting plans for economy without showing the necessity for them frequently rouses resentment on the part of the help, who feel that they are a reflection upon them personally.

For instance, a hospital which recently installed a grease trap in its kitchen almost lost the services of its cook, who insisted that no grease was being wasted. Had the idea been explained before-hand, probably the device could have been installed with the full interest and co-operation of the kitchen worker.

Organizing Savings Clubs

Mr. George W. Olson, superintendent of The Swedish Hospital, of Minneapolis, reported at the Minnesota convention that the various classes of student nurses in that institution have been organized into War Savings Clubs. For instance, there is the War Savings Club of 1919, the War Savings Club of 1920, etc. This method of getting their interest and enthusiasm has been especially successful.

The employees of the same hospital have formed a Victory Savings Club, and are energetically purchasing thrift stamps. The hospital has a stand for the sale of stamps in its office, and they are disposed of to visitors and staff doctors as well as nurses and employees.

Linens and the Laundry

Every time a piece of linen goes to the laundry, it means expense in handling, expense in washing, shorter life for the goods and added expense for replacing it in service with some other piece.

When the length of service between washings is extended ever so little, the cost of operating the laundry is reduced and the necessary investment in linens is cut down. The obvious moral is to send sheets,

pillow-cases and other linens to the laundry only when necessary, and not merely as a matter of routine.

The same thing applies to table linen. Using napkins two days instead of one would mean a big decrease in the load on the laundry, and likewise longer service for the napkins.

Supplying Information Conveniently

The Texas Baptist Memorial Sanitarium, at Dallas, supplies information regarding the cost of service in a series of questions and answers under the head of "A Quiz on the Cost," which appears in the interesting booklet regarding the institution which it distributes.

The information covers the various charges, when they are due, the difference between hospital and professional charges, the rate for the operating room and other points of this kind, about which the patient or his relatives are likely to be in doubt.

Big Gift to Presbyterian

Receives \$850,000 From Estate of George B. Harris, Chicago Railroad Man

One of the most notable hospital benefactions of the year was announced recently, when it became known that the Presbyterian Hospital of Chicago had been given an equal share with the Chicago Art Institute in the estate of George B. Harris, of Chicago, who was chairman of the board of directors of the Chicago, Burlington & Quincy Railroad. The estate amounts to \$1,700,000, so that the gift to the hospital totals \$850,000.

It is not planned to erect a building with this money, but Mr. Albert M. Day, president of the board of the Presbyterian Hospital, of which Mr. Asa S. Bacon is superintendent, said that the bequest would be used to create a fund, the income of which will be used to care for the sick.

Indicating a growing appreciation of hospital work, the *Chicago Tribune* said in an editorial regarding the Harris benefactions:

Of the Art Institute and its service as an educational and inspirational agency there is a more general knowledge than of the remarkable work of the Presbyterian Hospital. Occupying one of the most important of centers of medical and surgical education and research, this hospital maintains, besides its connections with Rush Medical College and affiliated research foundations, one of the leading schools of instruction for nurses in the world. The hospital is therefore an educational institution of the highest rank, and its influence extends wherever there is knowledge of the advancement of medical and surgical science and the trained care of the sick.

"Who's Who" in Hospitals

Personal Notes of Men and Women
Who Are Making the Wheels Go 'Round



MR. GEORGE W. OLSON,
Superintendent The Swedish Hospital, Minneapolis, and Retiring
President Minnesota Hospital Association

Mr. George W. Olson, superintendent of The Swedish Hospital, of Minneapolis, and retiring president of the Minnesota Hospital Association, has been given credit for the organization and successful first year of the organization. It held a convention in Minneapolis June 27 and 28 that would have done credit to many an older organization, as those who read the report of the meeting in this issue will agree. Mr. Olson possesses a practical quality of mind that goes to the heart of a question, and this is one of the reasons why the convention was notable for the absence of dull spots. Every paper and every discussion was of interest and value, because each dealt with some problem of special interest to the hospitals. Mr. Olson takes a great interest in association work at large, and is an active member of the American Hospital Association. He was one of the Northwestern representatives at the conference of the War Service Committee of the American Hospital Association in New York June 3.

Dr. Thomas L. Sullivan, superintendent of the Indianapolis City Hospital, has resigned to enter military service, and Dr. Herman G. Morgan, secretary of the board of public health, is temporarily in charge.

Dr. D. F. Reamer has been appointed superintendent of the Burlington County Sanatorium for Tuberculosis at New Elizabeth, N. J.

Dr. E. H. Bullock has been made general superintendent of the Kansas City, Mo., General Hospital. He has been given authority to appoint an assistant at a salary of \$3,000 a year.

Miss Jeanette F. Duncan, superintendent of the Delaware Hospital, Wilmington, Del., has resigned after a service of more than ten years. She was presented on her retirement with a beautiful wrist watch by the staff.

Miss Blanche Haggman, formerly assistant principal of the training school of Grace Hospital, Detroit, has been appointed superintendent of the Charlotte Swift Hospital, Manhattan, Kan.

Dr. W. E. Deuel has been appointed superintendent of the County Tuberculosis Sanatorium at Niagara, N. Y. Miss Frances C. Rowland is head nurse of the institution, which will open in August with a capacity of 140.

Miss Isabelle Hindson has been appointed superintendent of the Taylor Hospital, Taylor, Pa., to succeed Miss Elizabeth Fortune, who resigned June 1.

Mrs. Julia Ebdennick, acting superintendent of the Lockport, N. Y., City Hospital, has been appointed permanently to the position.

Mrs. C. L. Dye has been appointed superintendent of the District Tuberculosis Hospital, Chillicothe, O. The institution will open shortly.

Dr. Walter L. Mattick has resigned as superintendent of the Lake Julia Sanatorium at Bemidji, Minn. Miss Christine Berggren is temporarily in charge.

Miss Frances Gerharst has been appointed superintendent of the Newark, O., City Hospital. She plans to develop the work of the training school, which now has seventeen students.

Dr. Carl W. Sawyer, White Oaks Farm, Marion, O., is preparing to leave for military service, and the institution will be managed during his absence by his brother, Dr. C. E. Sawyer, with whom he has been associated in this work.

\$25,000,000 for Military Hospitals

During the past six months more than \$25,000,000 has been spent in the construction of additions and improvements to the hospital establishment of the Army in this country. The new buildings consist of hospitals, convalescent barracks, infirmaries and nursing quarters.

Henry Ford Hospital to Close

Announcement has been made that the Henry Ford Hospital, of Detroit, will close August 1 for the duration of the war. Work on a \$3,000,000 addition will be pushed, and the hospital offered for the service of convalescent soldiers.

Hospital Management

Published in the Interest of Executives in Every Department of Hospital Work

Published on the fifteenth of every month by the

CRAIN PUBLISHING COMPANY

INCORPORATED

417 S. Dearborn Street, Chicago.

G. D. CRAIN, JR., Managing Editor.

SUBSCRIPTION PRICE : : : : : \$2.00 PER YEAR

OFFICIAL PUBLICATION, OHIO HOSPITAL ASSOCIATION

New York Office: Boston Office:
621 Broadway, Old South Bldg.,
JAMES KRIEGER, Manager. A. W. RIMMOUT, Manager.
Cincinnati Office:
First National Bank Bldg.,
KENNETH C. CRAIN, Manager.

Vol. V.

July, 1918

No. 6

Hospital Convention Calendar

American Hospital Association, Atlantic City, N. J., September 24-28, 1918.

American Dietetic Association, Atlantic City, N. J., September 24-28, 1918.

Ohio Hospital Association, Cleveland, May, 1919.

The Catholic Hospital Convention

A considerable portion of this issue of HOSPITAL MANAGEMENT is given over to the convention of the Catholic Hospital Association in Chicago June 18-20. It was undoubtedly one of the greatest gatherings of hospital people ever held, and for earnestness, interest and accomplishment must be given first rank.

The subject of standardization had been assigned first place on the program, and the hospital sisters went on record as favoring the establishment of case records, laboratory facilities and controlled staffs as the basis for real efficiency of service. Great emphasis was laid upon the personnel back of the facilities, for it was realized that the right kind of workers for record and laboratory departments are essential to their success.

Father Moulinier and Dr. McGrath, the guiding spirits of the organization, deserve unlimited credit for the wonderful results they have already accomplished in the Catholic hospital field, which seem to be only a harbinger of the even greater things to be achieved.

HOSPITAL MANAGEMENT takes pleasure in being able to record this splendid progress, and extends to the Catholic Hospital Association its best wishes for the future growth and prosperity of the organization.

State Problems And Association Work

Two of the principal questions with which hospitals are constantly concerned are nursing and industrial

service. Maintaining the training school and meeting the requirements of cases coming under the compensation laws are two features of hospital work which are perennially live.

Both of these subjects are defined along state lines. The boards which supervise nurse training and the industrial bodies which have to do with the administration of compensation laws are state organizations, and hence the problems of the individual hospital are largely those peculiar to its state.

This seems to make the state association the logical unit for organization work. It has an opportunity to accomplish results, because the questions which it considers are concrete in character, and the action which it is necessary to take is usually pretty well defined.

The rather remarkable success which has been won by the Ohio Hospital Association in improving conditions affecting the compensation situation, by working closely and actively with the state industrial board, is an excellent illustration of the direct and immediate effects which organized effort for state betterment can easily bring out.

The Minnesota Hospital Association, whose first annual convention is reported in this issue, can win a name for itself by undertaking to secure the passage of an amendment to the workmen's compensation act which will give the hospitals an opportunity to collect the cost of cases coming under this measure. The present limit of \$100 for medical and hospital care is inadequate, and the legislators would surely remedy this obvious defect if their attention were called to it vigorously. The prestige and force of an association representing all of the hospitals of the state would make it far easier to secure this just and necessary amendment than if individual hospitals were to attempt it.

HOSPITAL MANAGEMENT hopes to see other live organizations like those in Ohio, Minnesota, West Virginia and other states formed to take advantage of the numerous opportunities for real service which lie open to them.

"E Pluribus Unum" For Small Hospitals?

Some rather significant tendencies have been developed recently, bearing on the future of the small private hospital and its gradual metamorphosis into the community institution. The war and the attendant shortage of doctors and nurses have had much to do with creating conditions favorable to this change, which involves much of vital interest to every rural community.

It is contended by some that evils existing in the hospital and medical field in the smaller towns are due in part to the competition of too numerous hospitals, and that these communities could be better served by one fairly large institution. It is also pointed out that several small hospitals, each attempting to maintain a

training school, have difficulty in meeting state requirements, and frequently are forced to abandon this much needed work of education, which benefits the hospital and the community in equal measure.

Furthermore, many of the surgeons who have established private hospitals for their own personal practice have yielded to the demands of the Army, and have enlisted for military service, while on the other hand graduate nurses employed in these institutions have donned the uniform of the military or naval nurse and left for the front.

Never was there a more favorable opportunity for legitimate consolidation than now exists. In the small town where there are several hospitals of this type, each struggling along and barely able to make ends meet, with difficulties in the maintenance of adequate medical and nursing service, getting together these combined organizations would mean a tremendous improvement.

The way would be opened for the establishment of a real community hospital, which could draw on the whole people for support. It would be able to maintain a training school worthy of the name, and to control the medical service as could not be done formerly. More efficient executives could be employed to administer these institutions than it is ever practicable to put in charge of the smaller hospital, where the doctor in charge is often forced to exercise general supervision over administrative matters as well as those of a professional character.

This seems to be the psychological moment for a general movement in the direction of bringing many of the smaller hospitals together. Consolidations will strengthen their position, give the communities in which they are located better service, impose greater responsibility for real accomplishment on the doctors who practice in these hospitals, and mean a definite betterment of the whole situation.

The Army School of Nursing

The announcement that arrangements had been made to establish training schools for nurses in a number of the base hospitals at national army cantonments was received by civilian hospital administrators with interest, and in some quarters with misgivings.

Plans for the Army School of Nursing thus far announced, however, indicate that there is no danger of a detrimental effect on the civil institutions. The number of schools will be limited, and affiliations with civilian hospitals which will be necessary will benefit the latter, if anything. Furthermore, the age limits are higher than is the rule, so that young women of more mature age than those ordinarily trained will be assigned to this work.

Steps have also been taken to recruit students for both the civilian and military hospitals through the United States Students Nursing Reserve, and it is be-

lieved that 25,000 names can be put on a list of qualified young women available for training school work.

Taking it all in all, the establishing of the Army School of Nursing seems to assure better nursing service in the military hospitals, and at the same time should benefit rather than injure the work of the civil hospitals.

Can You Use A Dental Intern?

Young men graduating from the dental schools are in a peculiar position.

The military requirements have been satisfied for the time being as to dentists, and while all of the graduates are willing and anxious to serve in the army, there is no immediate likelihood of their being called.

On the other hand, they can hardly afford to hang out a shingle and open an office, because of the uncertainty of their future.

Occupying a hospital internship during the interim would give them an opportunity to acquire valuable experience, and would enable the hospital to add to its service a very valuable feature, which is being developed more and more in the leading institutions, where it has been found possible greatly to speed up the turn-over of cases by attention to oral surgery.

Hospitals which are in a position to establish dental internships can get men just now under unusually favorable conditions. This seems to be a real opportunity, which should be taken advantage of.

Notes and Comment

One of the changes which the new administration of the Indianapolis City Hospital plans to make is the installation of a time-clock to enforce regular hours by employes.

Toledo Hospital, Toledo, O., claims the distinction of being among the first institutions to standardize its service in accordance with the recommendations of the American College of Surgeons. Mr. P. W. Behrens is superintendent.

Vassar College, Poughkeepsie, N. Y., is giving a three months' course in nursing during the summer to a class of 500 young women, all of whom are college graduates.

Mt. Sinai Hospital, formerly the Maimonides Hospital, Chicago, which was closed some time ago on account of lack of funds, has been reopened. It is the only kosher institution in Chicago.

Shipments of cotton blankets and napped fabrics are being made as far as possible for fall trade, reports a leading dry goods jobber. Mills are asking sharp advances over early prices for odds and ends of any cotton blankets produced.

The erection of a separate building to serve as a colored ward is planned by the Norfolk, Va., Protestant Hospital.

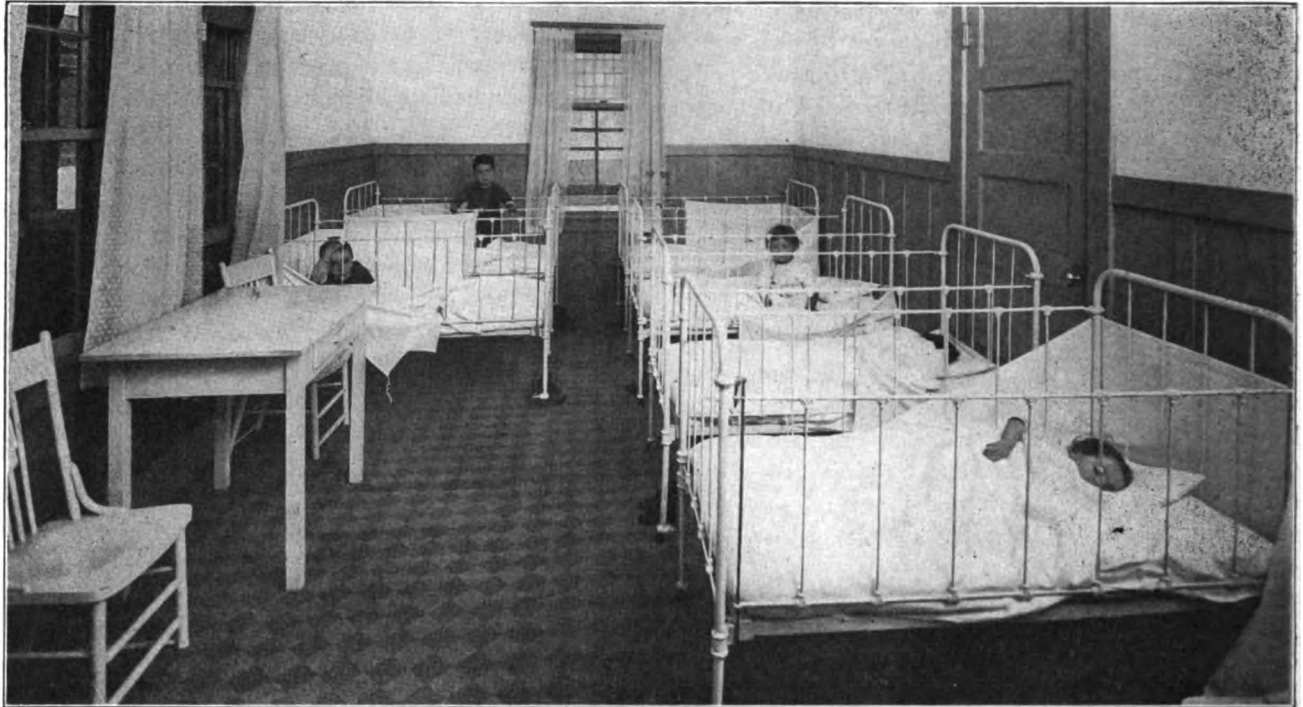
The Surgeon General of the Army has opened a base hospital at Fox Hills, Staten Island, N. Y., which has accommodations for 3,000 patients and is said to be the largest hospital in the world. Maj. William Rutherford is in command.

INDUSTRIAL DEPARTMENT

Nursery Valuable Feature of Welfare Work

California Cotton Mills Provides for Children of
Women Employees—How Department Is Organized

By William H. C. Hatteroth, M. D., Medical Director, California Cotton Mills Company, Oakland, Cal.



NURSERY IMPORTANT FEATURE OF THIS WELFARE DEPARTMENT

The Welfare Department, as we choose to call it, of the California Cotton Mills, has been a gradual evolution from a very small nucleus to what is now almost a model, from which other industries could cheerfully pattern, although we are not up to what we expect to be in the course of another year.

Welfare, as applied to industry, is comparatively a new institution, and necessarily has had many obstacles to surmount, one of the greatest being the employer himself. It has been due to the untiring efforts of the so-called industrial physician and his co-workers that we are largely indebted for the present status of the welfare situation in all industries.

We do, without reservation, however, say that the general manager of the California Cotton Mills has been, from the very first, a generous advocate of the work, and his never-failing desire for general improvement in every particular, has to the greatest extent been responsible for our rapid strides and the greatly improved working conditions of the employees of the California Cotton Mills.

The work under consideration is under the supervision of the medical director, who in a general way guides the various departments into which our Welfare Department is divided.

We start first with the employe as he applies for a position. He enters the Employment Department and is interviewed by the employment agent. For convenience we will call this Department 1, the departments being tabulated as follows:

1. Employment Department.
2. Medical Department.
3. Nursery Department.
4. General Welfare Department.
5. Safety Organization.

Here also he receives what we call his preliminary examination. If he comes up to our standard, he is referred to the foreman of the department needing his services, where final judgment as to his desirability is either affirmed or he is dismissed, or perhaps referred to another department.

Having completed his preliminaries to that extent, he is put to work. When it is ascertained that he

will make a desirable employe he is conducted to Department 2, the medical, for final physical examination as to his fitness. Having passed here, he is a candidate for permanent employment.

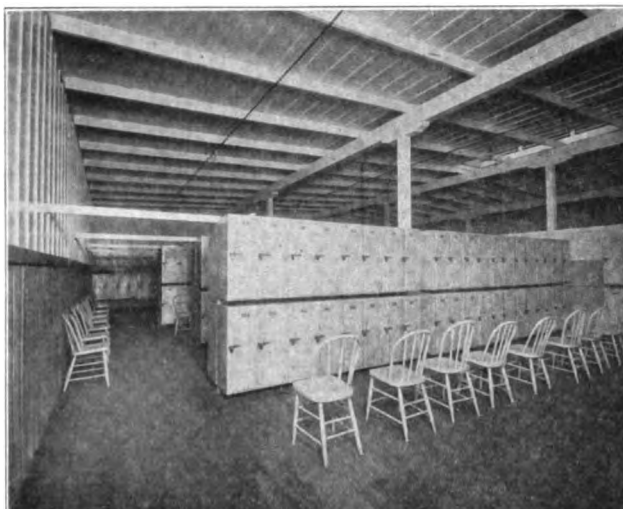
This brings us to the third department or nursery. It is rather a strange department at first glance, and seemingly out of place in the general scheme we are considering. However, in our industry many women are employed, and many who could not otherwise earn a living are by our nursery afforded this opportunity. A woman having children under school age brings them to the department, and they are fed, washed, and, in fact, given every care, during the hours the mother is at work. Having completed her day's work, she takes home her baby, clean and fed. This department is accommodated in a modern, well equipped bungalow, with ample playground.

Department 4, General Welfare, is under the direct supervision of our Welfare Secretary, Mrs. (Olive Pauli, who with her assistants looks after the employes in general, as well as lockers, lunch-room, rest-room, etc., and keeps records of each employe.

The Safety Organization is comprised of picked employes, who co-operate with the other depart-

suggestions, and when these are carried out the results that have been attained thereby.

I must not neglect to mention our hospital department, which is included under the Medical. We



LOCKER ROOMS ENABLE EMPLOYES TO DRESS COMFORTABLY.

have a very nicely equipped four-room hospital, where minor operations and injuries are treated and cared for, a registered nurse being in constant attendance. Here we have saved our employes many hours of lost time and suffering by the prompt application of modern medical attention.

We are about to consider some further developments and additions to our welfare work, with the idea of concentration of the various departments under one roof.

Nursery in Shoe Factory

The Thomas G. Plant Company, of Boston, Mass., one of the largest shoe manufacturing concerns in the country, has established a nursery and play-room for the benefit of women employees whose children are below the school age. Dr. Marion H. Lewis, the company's doctor, visits the nursery twice a day, while there is a kindergarten teacher to instruct them. Miss Mary O'Leary is in general charge of the play-room. The company is now employing 2,800 women, the total number on the payroll being 5,000. The number of women has increased from 1,800 since the war began.

Has Paid Out \$2,525,182

The Employees' Benefit Association of the International Harvester Company, which has a membership of 30,654, has paid out \$2,525,182.03 in the ten years it has been operating. Of this \$1,235,433 has been paid for 1,541 death claims; \$19,338 for 35 special benefits; and \$1,270,409 for 41,069 disability claims due to sickness and accident.

Dr. Sandholdt Resigns

Dr. J. P. Sandholdt, for thirteen years in charge of the hospital of the Mammoth Copper Company at Kennett, Cal., has resigned.



PHYSICAL EXAMINATIONS PRECEDE EMPLOYMENT

ments, in helping to avoid accidents, as well as suggesting improvements for their prevention. First and second prizes are awarded each month to employes who offer the best suggestion for that month. The foremen, who are also members of the safety organization, determine to whom the prizes shall be awarded. Occasionally, when two of equal merit are submitted, an additional prize is given.

The Welfare Secretary is also secretary of this department, and reports carefully all records and

Factory Lunch-Rooms Are More Numerous

Investigation Shows That Scope of Health Service Is Being Broadened to Include Proper Food for Employees

[EDITOR'S NOTE: Proper food for industrial employees is a phase of health service that is getting more and more attention. HOSPITAL MANAGEMENT has recently investigated this subject, and has found keen interest on the part of industrial subscribers in the operation of factory lunch-rooms, as well as agreement among industrial physicians that this is an important feature of health maintenance. Before publishing the results of our investigation, we are giving herewith a portion of a report of a large St. Louis company, which recently investigated the subject and developed a number of interesting features.]

In order to ascertain what was the current practice regarding the organization and operation of a factory lunchroom, inquiry was made of 130 concerns as to details of their lunchroom practice. This inquiry was in the form of a letter, asking certain definite questions about their experience and their opinions.

In choosing concerns to which to address our inquiries, an attempt was made to select concerns employing about the same class of labor as is employed by our company, that is, both men and women of the type usually found in factories where the work is not heavy.

Of the ninety-five replies which were received, forty-four were from concerns maintaining some sort of a lunchroom or lunchroom service. The balance were from firms which did not make any provision for serving lunch to their employees. It is probably safe to assume that the majority of the thirty-five concerns from whom replies were not received do not maintain any lunchroom service and, granting this assumption, it is evident that the policy of serving lunch is not, as yet, a general one. A large number of those who are serving lunch, however, stated that they believe it to be well worth whatever investment of time and money is necessary, as an ample and well-cooked meal made for the greater efficiency of their workers.

In the light of this data, the following statement gives briefly the policy on which the factory lunchroom is usually run. Each of the various elements of policy which the statement includes represents the practice which is in effect in the majority of the plants which made reply.

SERVED TO BOTH SEXES

Lunch is served to both male and female employees, in a common lunchroom. Service is of the cafeteria or self-service style. It is advantageous to have the men in one part of the lunchroom and the women in another, separated by a low rail, or, possibly, by the cafeteria counter. This makes possible the use of a single steam table and other counter equipment.

Tables and chairs are used, rather than the so-

called broad-arm chairs. The table should be of rather good size, seating from 8 to 12 persons. One concern reports using a table which can be collapsed when not in use. This makes possible the use of the dining hall for auditorium purposes.

Several concerns use tables with Vitrolite or Carrara glass tops. The majority, however, seem to use tables with wooden tops, usually without cloths.

Seats are not assigned. Several think it an advantage to let the employees group themselves as they wish, but do not recommend too small tables, as this tends to the formation of cliques.

Individual dishes are used. The main portion of the meal is usually put on a single dinner plate. Soups, desserts and extras, if any, are served in small, individual dishes. The opinion is that individual dishes are the best for cafeteria service, as many of the portions may be prepared before the meal-hour period. With this arrangement, the employee walks along the service counter with his tray, merely selecting such dishes as he wishes. This arrangement permits of fewer counter attendants.

The menu served by different concerns is varied. Some concerns serve only coffee, while some go to the other extreme and offer a wide choice. The tendency seems to be, however, to serve all the elements of the complete meal. Many menus were sent to us in response to our request, and the typical menu is about as follows:

A soup.

Two or three hot dishes or entrees.

Simple salads.

Two or three vegetables.

Sandwiches—cold and hot meat.

Bread or hot rolls and butter.

Coffee, tea, milk.

Desserts, such as stewed and fresh fruits, pie and ice cream.

The usual arrangement seems to be to have a price for each item on the menu; the so-called a la carte arrangement.

In addition to the a la carte bill, many concerns offer, for a fixed price, a combination lunch of certain articles on the a la carte bill. This does not involve any extra kitchen work, and seems desirable.

COFFEE SUPPLIED FREE

Several concerns give free coffee to all employees. This seems desirable, as it makes more palatable the cold lunch which many bring from home. One concern gives a choice of coffee, tea, and milk without charge, and states that they try to discourage the



*It Pays to Look
for This Name
on
Maroon Sheeting*

How do YOU Figure Your Rubber Sheeting Cost?

Do you figure it merely at so much per yard, or do you figure the cost per bed *per annum*?

The latter is the only correct way.

Obviously if you buy a Rubber Sheeting that has to be replaced every four or six months, the price has to be multiplied two or three times to get the annual cost.

If a Rubber Sheeting lasts only four to six months, is it not more economical to pay twice the amount for a Rubber Sheeting *which is positively guaranteed for two years, and which may last three or four years, and possibly longer?*

Our guarantee is that the "Meinecke" Maroon Rubber Sheeting will not get hard, crack or peel off, within two years from date of purchase, provided oils or oily preparations do not come in contact with it.

MEINECKE MAROON RUBBER SHEETING is the most ECONOMICAL SHEETING made.

MEINECKE & CO., New York.

MEINECKE

MEINECKE

MEINECKE

MEINECKE

excessive use of coffee, especially by their younger employees.

Aluminum trays are used in many cases, and several concerns using another kind of tray, stated that the ones they were using were unsatisfactory, and they intended to replace them with aluminum. Counting these opinions as being in favor of aluminum trays, the consensus of opinion is that this is the kind that should be used. A rectangular tray about 12 by 16 inches seems to be used in the majority of cases.

In almost every instance the company stands at least a part of the operating expense. As far as operating personnel is concerned, opinion is evenly divided as to whether they should be workers who spend their full time in the lunchroom and kitchen or whether a few full-time workers shall be assisted by a certain number who come from their regular work in the factory to assist in serving only. From such figures as were given, it is evident that five people, working full time in the lunchroom, can probably serve, cafeteria style, a meal to about 300. When assistants come from the factory to do any serving, the usual practice is to give them their meal in payment.

The general practice is to have a paid representative of the company manage the room, putting in either all or part time, according to the size of the establishment. Several concerns have an elective committee of employees who confer with the manager in regard to the operation of the room, a few others have turned over the complete control of the room to an elective committee of their employees.

Daylight Saving and Health

New System Valuable Because It Gives Time To Factory Workers For Outdoor Exercise

America for a month and more has enjoyed the extra hour of sunlight provided by the measure adopted by Congress to move the clocks forward one hour during the summer. Similar laws have, during the past two years, become effective in Great Britain, France, Italy, Holland, Denmark, Norway, Sweden, Portugal, Australia, Ireland, Austria, and Germany, writes Dr. F. C. Payne, of the Champion Works of the International Harvester Company, in *The Harvester World*.

Outdoor exercise is really important for office and factory workers, and the new time schedule makes an increase in our exercise and corresponding improvement in our health.

From the standpoint of health, this law for the increase of the daylight should not be only as a summer war measure, but as a permanent institution the year around, for it would lessen occupational work under artificial light, enable work girls to start home before dark and lessen eye strain for school children.

Medical Service in Industry

Why Employers Are Finding It To Their Advantage To Care For the Sick and Injured

By G. D. Crain, Jr.

The remarkable growth of medical service in industry can be attributed to something more than the influence of legislation, strong as that has been, and to something more than humanitarian impulses, sincere as many of them have been.

The real reason is the recognition of the fact that lack of this service means a definite and positive loss to industry.

When an employe in a manufacturing plant is injured, his machine ceases to produce. His place may be taken later on by a substitute, but there is no getting away from the loss in production involved through the removal of the operator of the machine.

One way in which this has been met is through the application of the "safety first" idea, but no matter how carefully machines are guarded, some men are going to be hurt. And only a limited percentage of all the accidents occurring in industrial plants, remember, are due to machinery.

TREAT EVERY INJURY PROMPTLY

The logical development of this effort to reduce the effect of accidents has been provision for first aid and medical service, to the end that every injury shall be promptly treated, and no hurt permitted to become serious because of neglect. Most of the losses, personal and financial, growing out of industrial accidents, are due to neglect. Good facilities at the plant for dressing the wound reduce the number of infections to the minimum, and keep little hurts from becoming big ones.

Workmen's compensation laws are now well-nigh universal. The principle that the cost of industrial accidents shall be passed on to the community at large, instead of being shouldered by the victims, has been recognized. Indemnities have been provided, whereby the injured workman is compensated, under certain restrictions and regulations, for loss of time and for disability caused by accidents, regardless of possible negligence on his part or that of his fellows.

INDUSTRY AND COMMUNITY BENEFIT

The manufacturer, who by medical service provided at his plant cuts down the loss of time and disability suffered by his employes as a result of accidents, is saving money to the insurance carrier and to himself, as well as benefiting the employe by preventing pain and suffering that would have been borne if each injury had not had prompt and proper attention by those qualified to give it.

The industry and the community benefit, because



The Most Beautiful of Foods

No other food permitted in the dietary of practically every case can be used in so many forms and served in so many ways as Jell-O.

No other can be made and served so easily and quickly—with so little fuss and so little loss of time.

Prepared by the nurse who has no special dietetic training but only follows the simple directions, it is as delicious and as attractive to the patient as though served by a professional dietitian.

The use of Jell-O for invalid feeding is becoming universal. The patient finds its delicious flavor the most palatable of any food on his tray, while the nurse has the satisfaction of knowing that it cannot cause a digestive upset.

There are six of the flavors: Raspberry, Strawberry, Lemon, Orange, Cherry, Chocolate. At all grocers' and general storekeepers', 13 cents, or two packages for 25 cents.

THE GENESEE PURE FOOD COMPANY

Le Roy, N. Y., and Bridgeburg, Ont.

productive labor is saved and applied in useful work, instead of being wasted because of lost time, due to injuries whose effects could have been controlled and limited had they been given the right kind of treatment.

Medical service not only covers the treatment of injuries caused by accident, but also includes cases of sickness. These are just as expensive to the individual and to the employer as accidents are, and when the medical department of an industry is not only treating cases of sickness that develop at the plant, but educating its employees in right living, the benefits are shared by all.

Really efficient industry is based on a conception of labor that is well trained, healthy and properly protected. Medical service means health service. It plans to keep every employee in the best possible condition, and to protect his physical well-being. In this respect it is a "welfare" department, though, as suggested in the foregoing, its benefits are shared by the employer and the community as well as by the worker.

Cutting Labor Turn-Over

Connecticut Textile Company Finds That Housing Employees Properly Solves Problem

The result of making a mill operative more efficient is one of simple addition—it increases the profit. But to achieve this is a problem thousands have studied and are studying. The Connecticut Mills Company, at Danielson, Conn., has solved it to not only its own satisfaction, but the satisfaction of its operatives, says *Textile World Journal*.

Neither wage increase, nor time clocks, nor prizes, nor slave-driving, nor mechanical devices, to keep a record of the man, his machine, and his work, will fully bring about this increased efficiency. But good homes, with bathrooms, hot and cold water, Georgia pine floors, comfortable verandas, pretty lawns, and electric light, combined with efficient plant equipment, are solving the problem for this textile concern.

"We began giving our workmen beautiful homes in a beautiful locality. The homes were as attractive, as well built, as well finished and as modern as most in the town. At first the workmen would not believe they could afford them, but when we let them have these homes at from \$2.50 to \$4 a week they were convinced," explained an official of the company. "And we firmly believe that our modern housing plan, our 'Village Beautiful' hobby, as some called it, has already made our mill operatives from 20 to 30 per cent more efficient."

Many mill operatives are already living in such houses, built by the company, and many additional houses are now being built.

T. B. Occupational Disease?

Dr. Hamilton Says Excessive Fatigue, Low Wages, Etc., Are Often Contributing Factors

Dr. Alice Hamilton opened a discussion on industrial diseases and hygiene, at the recent conference of health insurance commissioners in Cleveland, by pointing out that her state, Illinois, was the first to attempt anything like a comprehensive survey of industrial diseases, and the investigators had to confine themselves principally to the poisonous trades. Ohio had much the most thorough survey that had been made in the country. Massachusetts had made some study. The United States Public Health Service had done some work in this line, and some individuals had carried on very valuable investigations.

Each state, Dr. Hamilton thought, could make a list of industries within its borders, and from that list an expert could point out the trades that were inherently dangerous, that would be attended under all circumstances with more ill health than the ordinary population suffered from.

Then there could be picked out from the list those industries that were not inherently dangerous, but were attended with some ill health; and, finally, those trades that were not unhealthful enough to warrant one in thinking that a man engaged in any one of them would be more likely to suffer ill health than a man engaged in agriculture or a profession.

New Jersey, she supposed, was richer in trades dangerous to health than any other state in the country. She did not think that state could possibly find out all about those trades in less than five years. There was a directory of the industries of the state, and any expert could easily say which towns were the particular centers of dangerous trades.

Workmen's compensation laws do not cover occupational diseases to any extent. To most people the term occupational disease probably meant a case of acute lead poisoning, which any doctor could diagnose, and which could be definitely linked up with the trade. There were certain poisonous trades that were pretty well understood, such as those involving poisoning by lead, mercury, arsenic, phosphorus, wood alcohol, and the like. But many cases were doubtful. A man who had been suddenly overcome with benzol and carried into a hospital was clearly poisoned by his occupation, but a man who has been working for years in a rubber factory where the rubber was dissolved in benzol might have a similar result from occasional poisoning. Some doctors would say it was an occupational disease, some would say not. A man working in a room where there was a lot of naked flame might suffer from acute carbon-dioxide poisoning, and this would be a very obscure case.

HYCLORITE
HYPOCHLORITE

SEND FOR YOUR SAMPLE OF

HYCLORITE

Concentrated Sodium Hypochlorite Solution

In the treatment of infected injury cases, sodium hypochlorites are rapidly being recognized by the profession as superior to other forms of antiseptics because they possess the following powers:

1. *Complete removal of necrosed and devitalized tissue through solvent action. According to the work reported by Austin and Taylor, this solvent action is not found in the chloramin and di-chloramin type of antiseptic.*
2. *Rapid oxidation of toxins, thereby quickly reducing pulse and temperature to normal.*
3. *Absolute control of dilution or strength of fluid, thereby eliminating possibility of irritation.*
4. *Rapid healing as a result of thorough cleaning of the wound and beneficial stimulating of cell activity.*

HYCLORITE is a concentrated sodium hypochlorite solution which fills every requirement of a non-irritating solution for irrigation, swab or dressing.

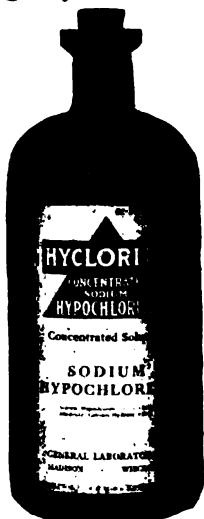
It has 8 to 10 times the strength of Dakin's solution. May be used undiluted. Effective in dilutions as high as 1-1000.

No testing is necessary with Hyclorite because it is prepared to a definite, uniform hypochlorite strength and alkalinity. Hyclorite keeps its strength much longer than Dakin's solution.

The alkalinity of Hyclorite is lower in the concentrate than that of Dakin's solution, tested by the hydrogen-ion-concentration method.

**Hyclorite is always ready for immediate use.
Just add water and apply.**

Hyclorite has been adopted by many prominent Industrial surgeons and hospitals, because of its great strength, uniformity and remarkable keeping qualities. They report that it is effective and a great economy and convenience, especially in emergency work in first aid stations.



To Make Dakin's Solution with Hyclorite

Dakin's solution may be made with Hyclorite in five minutes, by adding one part Hyclorite to seven parts of water. This solution is correct as to hypochlorite strength and alkalinity (Dakin-Daufresne technic). No need to test or to add other chemicals.

Hyclorite has been accepted by the Council on Pharmacy and Chemistry of the A. M. A. as a New and Non-official Remedy.

Prices: 32 oz., \$1.25. Order from your dealer.

Send for Sample and Literature

GENERAL LABORATORIES
5104 South Dickinson St. MADISON, WIS.



HOT-AIR
BLOWER
Price \$17.50

Complete Apparatus for the Treatment of Burns by means of Resinous Wax Preparations

Special
prices of
Resinous Wax
in quantities

Special sheet cotton
for covering surface
of burn—100 sheets to
box, \$1.50 per box.

Complete
Equipment
for First Aid
and Emer-
gency Hospi-
tals.



Paraffine
Atomizer
Price \$12.00

Dennison

CREPE PAPER BANDAGES



CONSERVE

on gauze and
cotton—use a new
and proved product.

Strong and Sanitary Crepe Paper Bandages

are manufactured in
all the standard
widths and are 15
yards long. They
have stood the test in

Pittsburgh and New York hospitals and the
manufacturers inform us that bandage machines
are working night and day on a Government
contract for these goods. They cost you
about one half of the price of gauze band-
age and you are **helping our Country by using
them.** Order a box of 50 (two inch) and try
them. It will cost you \$2.50.

Feick Brothers Co., Pittsburgh, Pa.

The most common occupational disease, of course, is tuberculosis. There were certain dusty trades in which the connection between the trade and the disease could be made pretty clear. Every one knew that infection in tuberculosis took place in early life, and that we all went through life with the germs in our bodies; but whether or not we succumbed depended upon our surroundings, the conditions of our work, and on our resistance. This resistance could be broken down in many ways. In some industries flint dust from granite, dust from linen or from cotton, would cause the resistance to break down, and a connection could perhaps be shown between the trade and the tuberculosis so as to bring it under the compensation law. It had been done in California, and it should be done elsewhere.

Again, the resistance might be broken down by excessive fatigue. A trade that caused excessive fatigue would have a high tuberculosis rate. Poverty is the greatest cause of tuberculosis, and, therefore, a trade which had a low wage scale, with nothing else against it, would have a large amount of tuberculosis.

For Physical Examinations

Blank Used by Armour & Co. Unusually
Complete, Providing for Detailed Information

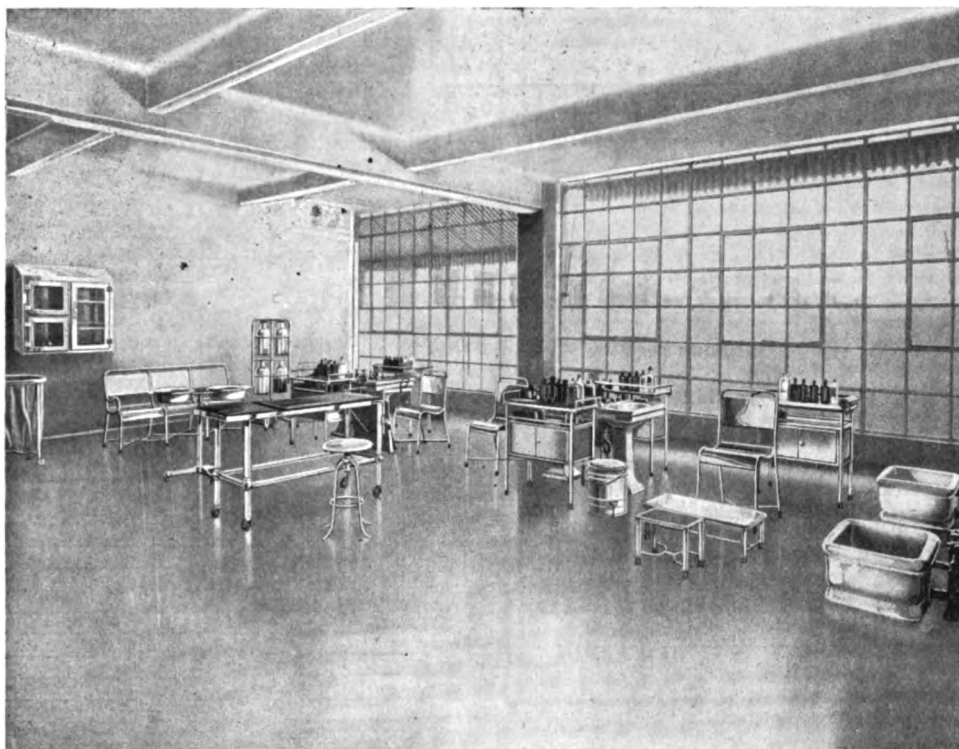
The blank used by Armour & Co., of Chicago, for physical examinations of employes and applicants is regarded by many as a model. It was designed after a study of the blanks used by many of the leading industrial companies of the country, and therefore is a composite of the best features of all of them. As all applicants for employment in Armour plants are examined as a preliminary to employment, the blank is in constant use, and has proved effective.

It contains space for the following data:

PHYSICAL EXAMINATION

Name.....	Date.....191.....	M
Check No.....	Department.....	
Nature of Work.....	Age.....	Sex.....
Address.....	Married.....	Children.....
Other Dependents.....	General Appearance.....	
Weight.....	Height.....	Nationality.....
Color.....	Head and Neck: Evidence of Previous Injuries.....	
Eyes: Vision Close.....	Right.....	Left.....
Vision Distance.....	Right.....	Left.....
Pupils, Size.....	Shape.....	
Reaction Light.....	Accommodation.....	
Use of Glasses.....	Ears: Hearing, Right.....	Left.....
Discharge.....	Right.....	Left.....
Tympanic Membrane.....	Right.....	Left.....
Nose: Septum.....	Adenoids.....	
Throat: Tonsils.....	Tongue.....	
Mouth.....	Teeth, Right.....	Left.....
Gums.....	8 7 6 5 4 3 2 1.....	1 2 3 4 5 6 7 8.....
	8 7 6 5 4 3 2 1.....	1 2 3 4 5 6 7 8.....

"THE WHITE LINE"



Surgical Treatment Room Ford Motor Company Infirmary, Detroit, Michigan

Into the construction of "White Line" Hospital Furniture, Sterilizing Apparatus, and Infirmary Equipment, we permit to enter only such materials as will serve the purpose intended to best advantage.

"White Line" Equipment embodies in design, in construction, and in materials used, proven practical utility, highly skilled workmanship, great durability.

Through constant personal contact with hospital superintendents, surgeons, and the chief medical officers of industrial plants, our experience and our manufacturing facilities enable us to equip in a suitable manner a single first aid room, or an industrial infirmary caring daily for a thousand or more men.

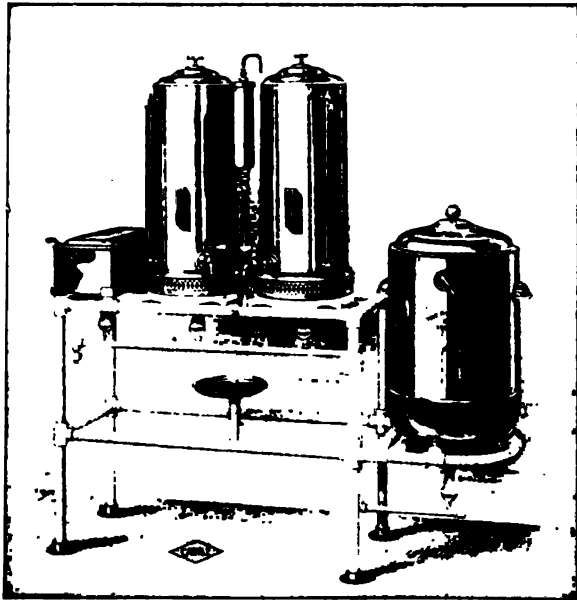
Upon request, we will be pleased to forward to hospital superintendents, and to chief medical officers of industrial infirmaries, a copy of the "White Line" Catalog.

SCANLAN-MORRIS COMPANY

Manufacturers of "THE WHITE LINE"

Madison, Wis., U. S. A.

Chicago Office: 1503 Garland Bldg., 58 E. Washington St.



This Apparatus for Small Hospitals

Especially suited for industrial hospitals. A complete sterilizing unit—for handling practically every sterilizing need that enters into emergency hospital operation.

Note its compactness and convenience. Everything easily accessible. Highly polished.

Sterilizes Dressings

Sterilizes Instruments

Supplies Hot and Cold Sterile Water

Handles all instruments. Dressings, bandages and gowns are sterilized by live steam—absolute penetration. Hot air heats and dries dressings before and after sterilization. Trays are furnished to handle contents. The complete sterilizing apparatus is mounted on a strong stand, finished in polished white enamel.

This apparatus, together with the complete CASTLE line, is described in our latest catalogue. Write for your copy today.

WILMOT CASTLE CO.

804 St. Paul Street

ROCHESTER, N. Y.

*Makers of the Largest Line of Sterilizers for Hospitals,
Physician, Dentists and Laboratories*

CASTLE

A Reminder to Send for a Free Trial Tube of Ten Tablets of

CHLORAZENE (Abbott)

Dakin's Powerful Antiseptic



CHLORAZENE
DAKIN'S POWERFUL
ANTISEPTIC KILLS
INFECTION

This non-poisonous, efficient and convenient germicide is rapidly replacing such dangerous agents as bichloride of mercury, carbolic acid and other substances of this class.

For protection insist on the trade-mark "Abbott." This trade-mark insures purity and strength.


Specify also Abbott's Dichloramine-T, Chlorcosane, Halazone, Galactenzyme and other American Made Medicinal Products.

Literature on Request

THE ABBOTT LABORATORIES

Home Office and Laboratories, Dept. 24, CHICAGO

New York Seattle San Francisco Los Angeles Toronto Bombay



In What Form Do You Use Iodine?

Industrial Hospitals, Physicians and Surgeons in general practice are getting splendid results with

IOCAMFEN

Iocamfen is extensively used in Military Surgery in the management of deep, jagged, soiled and infected wounds, as well as by numbers of surgeons in charge of workers in large industrial institutions, railroads, mines, stores, etc.

Iocamfen is an interaction product of Iodine, Camphor and Phenol. Contains about 7½% free Iodine, held in perfect solution without the aid of alkaline iodides, alcohol, or other solvent. Has greater stability and higher antiseptic action than Tincture of Iodine with better adhesion, greater penetration and healing qualities.

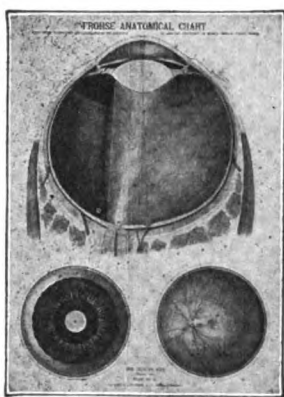
Camlofen Ointment (formerly called Iocamfen Ointment) is prepared with IOCAMFEN and used where additional emollient action is desired.

Both products accepted by the Council on Pharmacy and Chemistry, American Medical Association.

Information and Literature from

Schering & Glatz, Inc.
150-152 Maiden Lane New York

WAR DEMANDS



QUICK TRAINING OF NURSES

The best way to do this is to use

FROHSE

Life Size

ANATOMICAL CHARTS

American Edition

By PROF. MAX BRÖDEL

Paste on a Postal Card with your name and address and mail

Gentlemen:
Send me free, a colored reproduction and descriptive matter that I may have detailed information about the Frohse Life Size Anatomical Charts.

H. M. 6-18

A. J. NYSTROM & CO., Publishers
2251 Calumet Avenue CHICAGO

Catholic Hospitals Endorse Standardization

(Continued from Page 17)

College of Surgeons, talked on "The Business of Medicine and the Profession of Medicine" at the Thursday morning session, when he compared the doctor with the iceman, and said that the latter, too, had just claims to serving humanity, and that they had many qualities in common. In a cleverly presented analogy he showed how the services of doctors and icemen parallel each other, and then pointed out the special position of doctors in the following:

The doctor administers to his fellow-men at the extremity of life. His patient is not in normal health. Many times he is close to death, and his mind does not function in its normal fashion. The patient is defenseless. He must trust the doctor more absolutely than he has ever been called upon before to trust his fellow-man. He places his very life in the hands of the doctor. The first debt which the doctor owes to his profession is, therefore, that he have lodged in his own heart the essential character worthy of this highest trust of which we can conceive.

By the very nature of the doctor's work he owes a degree of honesty to his fellow-man that distinguishes him from all other folk. The defenseless patient trusts the doctor utterly. Does the doctor give to his patient the benefit of the highest knowledge in medicine? Is he scientifically honest? Does he bring to bear upon the complaint of the patient every laboratory analysis and benefit of thorough physical examination which may throw light upon the cause of the complaint? Does he follow the development of the case hour by hour, or day by day, if need be, in the same spirit?

In the answer to these questions lies a trust, the height of which is not reached in any trade or business. The doctor's debt to his profession is that he be qualified by training to answer these questions with sound science; that he follow his judgment with performance; and that he have the character to inform his patient promptly of any inability on his own part to meet the trust placed in him.

The Rev. John Webster Melody, D. D., of Chicago, spoke on "The Catholic Church and Her Position with Regard to All Work Done in Behalf of Suffering Humanity," in which he showed the relation between religion and social service. He praised the devoted effort of the sisters, and said that those who are consecrated to service are better able to render it. He suggested, with reference to changing ideas, that his hearers be "conservatives on the move" and that there be ready acceptance of all that is new that can be used.

Dr. Roger T. Vaughan, of the staff of Cook County Hospital, of Chicago, spoke on "The Necessity of Accurate Records," in which he compared the case records of a hospital with the business records of a commercial house, and said that they were equally necessary. He urged that a complete history of the patient be taken at the time of admission, as a basis for diagnosis, and that a night be not allowed to pass with an unexamined patient in the house. Records should be made up promptly, and not on a "mañana" basis. Interns are inclined to avoid "paper work," and save up record keeping until they have nothing else to do.

The requirements for a good record system, Dr. Vaughan said, are that it be easy to keep, easy to read and interpret, easy to file and maintain and economical in first and last cost.



Fill Your Shelves With Cans That Are Full of Good Food

Discriminating buyers now, more than ever before, are measuring and comparing the ultimate cost of foods. The first cost of an inferior product is lower—but **ultimately**—when you consider the lower food value, the larger portions required, the fewer portions obtained, and the wasted portions unused, economy will lead you back to the **Food that is all good.**

There is no waste in serving **CALIFO BRAND FOOD PRODUCTS.** Every ounce can be used, and every ounce will give the utmost satisfaction, both as to food qualities and delightful flavor. **CALIFO BRAND** Fruits, Vegetables, Asparagus, Preserves, Dried Fruits, etc. are prepared especially for Hospitals, Institutions and large Industrial organizations who serve food to employees. **CALIFO** Foods packed in the large size containers have proven **most economical** to thousands of buyers now using them.

We ship at **actual cost of production**, 24 samples in the small or family size containers. An order for the "Sample Case" today will bring you a feast of good things and the "Proof of the Pudding."



The Coast Products Company

United States Food Administration License No. G.-00511

Cupples Block, St. Louis, Mo.

Distributing Warehouses at

Chicago

Indianapolis

Kansas City

Omaha

Minneapolis

Cincinnati

Des Moines

No. 400 (REGISTERED IN U. S. PATENT OFFICE)

Uniforms

are the **correct** uniforms approved by the War
Department for nurses enrolled
into service

No. 400 was designed by us and is made of high grade
white Dixie Cloth; cut and finished with exceptional care.
To be had at leading department stores all over the coun-
try in women's and misses' sizes.

Price \$4.50

WARNING

There are inferior imitations passed off as "just as good."
Our label is our personal guarantee of satisfactory
service.

Catalogue "S" and list of dealers gladly sent upon request.

No. 400 are the officially recommended uniforms and
were selected because of their superiority in every detail.

Henry A. Dix & Sons Co.
DIX BUILDING NEW YORK

 **DIX-MAKE**

Absorbent Cotton **Absorbent Gauze**

When in the market for these items
write the leading operator in cotton
and gauze in the central west.

Most Hospitals are aware of the
present conditions of the market, and
many are finding it a problem to se-
cure cotton and gauze, and when they
do purchase are much disappointed in
shipments made. If you are one that
want goods quick with right prices
don't fail to write me.

All grades of Absorbent Cotton and
Gauze, shipped you direct from factory.

I accept your contract for cotton or
gauze for 90 days, and promise you
service. Write for samples and prices.

A. C. RANDALL
Victoria Bldg., ST. LOUIS
Established in 1901

He referred to the value of records in the case of
the return of the patient to the hospital or to some
other institution, as well as to their legal value in case
of suit. Accurate and complete records thus save
money, suffering and even human life.

An interesting comment on the subject of autop-
sies was that the Catholic church is not opposed to
them. He gave numerous historical references to
show that the church has rather encouraged the mak-
ing of autopsies. He said that they are a check on
the work of the interns and the nursing staff, and
that an incompetent staff and shoddy work are shown
up in records of this kind.

Dr. Vaughan referred to the fact that the Govern-
ment has already specified medical schools in which
its prospective medical officers are to study, and the
next step will be to indicate which hospitals are ap-
proved for internships. Those not on the accepted
list, where the organization and records are not ade-
quate, may look forward to not getting any interns at
all. If the war is prolonged, he inquired, where will
such an institution land?

Notes of the Convention

A meeting was held at the Congress Hotel June 21,
following the convention, at which representatives of
many of the Catholic dioceses of the country were
present to discuss a plan for the appointment of hos-
pital visitors by the bishops. The whole plan of hos-
pital standardization was explained to them, and much
interest was taken in its details. Some of the dio-
ceses have already appointed visitors.

The Hotel Dieu, of Montreal, sent two dele-
gates to the convention, and invited the association to
appoint one or more sisters to come to Montreal and
spend three or four weeks explaining the American
method of hospital administration.

Father Moulinier made a wonderful presiding offi-
cer, his introductions of speakers and comments on
papers, as well as his explanations of the resolutions
offered, clarifying the situation and analyzing the
meaning of the discussions in a particularly impressive
way.

Two distinguished visitors at the convention were
Bishop Muldoon, chairman of the National Catholic
Council of Defense, and Bishop Hayes, Chaplain-
General of the allied armies, who was accompanied
by Dr. Howard Foley, his vicar. Both made talks at
the opening session.

Mr. Sherman Sexton, head of the institution de-
partment of John Sexton & Co., of Chicago, was on
hand with nine of the company's salesmen, together
with numerous automobiles. They took the sisters to
various points of interest, and also met the trains
which brought the early arrivals. This service was
greatly appreciated.

Resolutions of appreciation of the hospitality of
St. Francis Xavier's Academy, in whose hall at 4928
Cottage Grove avenue the meetings were held, were
adopted. It was indicated that the sisters liked the
place so well that the next convention might be held
there, although invitations have been received from
Denver and other cities which want the 1919 gathering.

Good Laundry Workers Appreciate Good Laundry Supplies

You are having a hard time getting help for your laundry, if you are situated as most hospitals are. Have you ever stopped to think that if your supplies are not up to the mark, you are making your labor problem in this department unnecessarily difficult? Laundry workers like to be connected with hospitals which co-operate by giving them the best in the way of supplies that are obtainable.



Give Them Proper Support by Having the Right Kind of Materials

If you are getting your supplies from the House of Stanley, you are providing your laundry workers with the best supplies on the market. You are making their work as easy for them as possible, and at the same time are getting the benefit of the low prices which are brought about by the large manufacturing and purchasing facilities of the Stanley Laundry Supply Company.

Stanley—the Buy-Word for Laundry Supplies

The name Stanley stands for good service, complete stocks, reasonable prices. You owe it to yourself and your hospital to find out what Stanley Service involves. Ask for our institution catalog, and compare our quotations with the prices you are now paying for laundry supplies. The chances are that you will see the straight road to saving money in this department.

Stanley Laundry Supply Company
642 West 30th Street, New York



WHEN summer heat affects the safety and quality of fresh cow's milk, Eagle Brand can be prescribed for infant feeding with absolute confidence in its uniform wholesomeness and absolute freedom from pathogenic organisms.

It eliminates the dangers of unknown, unidentified milk, is easily digested and always obtainable.

Made from selected, high-grade, fresh cow's milk and sugar it is high in nutritive value and tolerated by delicate stomachs that rebel against an excess of fats.

Samples, Analysis and Informative Literature mailed on receipt of professional card.

BORDEN'S CONDENSED MILK CO.
Est. 1857 New York

Hospitals Urged to Develop Training Schools

(Continued from Page 21)

add much to the service of the hospitals, and Dr. Hartzell assured the superintendents that it would speed up the turnover of patients, because many cases such as rheumatism, heart trouble, etc., are due to mouth infections which could be handled by the dental surgeons.

The principal feature of the evening session was a Round Table Conference conducted by Dr. Herbert O. Collins, superintendent of the Minneapolis City Hospitals. This followed a talk by Prof. A. D. Wilson, Federal Food Administrator for Minnesota, who spoke along general lines regarding the work of the Food Administration and the co-operation being given by the public and institutions.

The first question taken up in the Round Table was, "Should the training schools in Minnesota adopt immediately the policy of giving credit, by shortening the three-year course, to college graduates?" Mrs. Frances Campbell, superintendent of the training school of the St. Paul City and County Hospital, thought it would be unwise, and others agreed with her that no concession of this kind is needed. Home training, Miss Harriett Hartry, of St. Barnabas Hospital, pointed out, is just as important as academic training, and her experience has not indicated that college girls do any better work than those who have not had this preliminary advantage. Dr. Ancker also emphasized the matter of home training.

"It isn't theory that makes a nurse," he said, "but practical knowledge and its practical application."

Miss Keller indicated that it would be necessary to have legislation to change the present requirements for a three-year training course.

"Would it be good business practice to separate the training school from the hospital as far as accounting and cost of maintenance are concerned?" was the next question, and the suggestion was made that this would provide the answer to the charge that the hospitals are getting their nursing done for little or nothing.

COST OF MAINTAINING NURSES

Mr. Fred Paulson, superintendent of the Norwegian Lutheran Hospital, led the discussion, saying that he did not believe that the value of the information justified the labor and expense involved. A number of those present gave information indicating that the cost of maintaining a student nurse is somewhere in the neighborhood of \$50 a month, so that evidently it costs the hospital a considerable sum to provide a nursing service, even with student nurses.

The method of taking the patient census, at midnight, adding the admissions and deducting the discharges to get the hospital population, was discussed, and Mr. Olson suggested that this plan does not cover the fractional days represented by the patients who come into the hospital after midnight and are dis-



Bran Breakfasts Made Delightful

Doctors and food experts have helped us make an ideal bran food which everybody likes.

Wheat flakes and oat flakes are combined to create a winsome flavor.

In them we hide 20 per cent bran, and the bran is in flake form to make it efficient.

Pettijohn's is an ever-welcome dish — a dish of which folks don't tire. You will find no bran food, we believe, so fitted for continuous use.

Pettijohn's

A Flaked Cereal Dainty

**80% Wheat Product Including the
Bran—20% Oats**

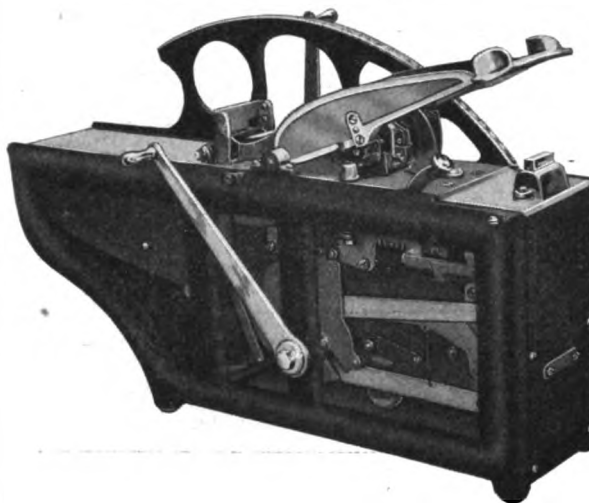
A breakfast dainty whose flavory flakes hide 20 per cent unground bran.

Pettijohn's Flour—75 per cent Government Standard flour with 25 per cent bran flakes. Use like Graham flour in any recipe.

Both sold in packages only.

(1938)

SAVE IN YOUR LAUNDRY



WITH THIS **BUNKER MARKING MACHINE**

Saves Time, Labor, Money

Any one who knows the alphabet is able to more neatly, accurately and economically mark your work than the best pen marker.

Insures Accuracy

No possibility of error in actual marking. It is mechanically impossible.

Increases Efficiency

No losses can arise from faulty marking. You are not dependent on some one person. Any one can operate machine. Double the number of pieces can be marked in the same time as compared with pen marking.

For Any Size Hospital

No hospital too large or too small to use successfully. The time and money it saves soon repay cost. It cannot blot or disfigure. Marks any fabric clear cut and plainly.

Known Results

Demonstrated in many plants to save 40% or more in marking alone. A machine you cannot do without after using.

The Triumph Mfg. Co.

500-504 Delaware St., Kansas City, Mo.

Date.....1918

The Triumph Mfg. Co.,
Kansas City, Mo.

Gentlemen:

Please send us full information and prices on your
Bunker Marking Machine.

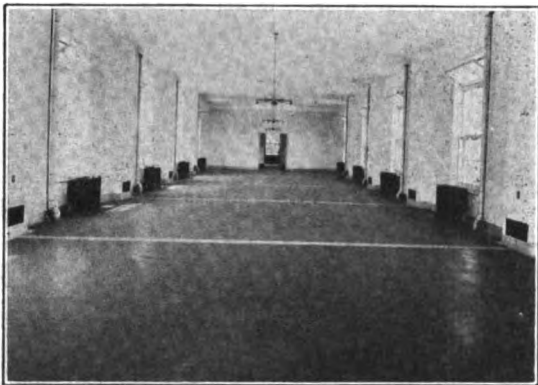
Name

Address



The Floor That's Laid
With a Guarantee

Attractive Sanitary Flooring



A better protection against fire and disease than can be obtained by fire hose and insecticides is to have the floors and base absolutely fireproof and sanitary.

A seamless, resilient flooring with the character of the surface such that it assures a silent and sure footing. These are the attributes of ASBESTONE, the fireproof, sanitary, resilient, one piece flooring that looks like tile and costs half as much.

Send us sizes of space you desire covering and quotation with samples will be sent by return mail.

FRANKLYN R. MULLER & CO.

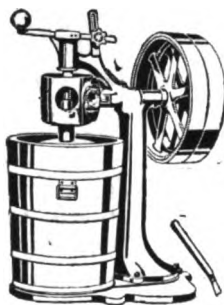
889 Madison St., WAUKEGAN, ILL.

869

To Make

Good Ice Cream

Quickly, at Low Cost



It is possible to make second-class ice cream with a good freezer; but a mighty hard job to make really first class ice cream with a poor freezer.

To make it easy to make the *best* ice cream, and to keep the labor cost and the ice cost and the salt cost *down to bed-rock*—put in a new

Perfection Improved Ice Cream Freezer

It's built like a Drill Press—sturdy and rigid, with greatest strength where stresses are *greatest*—and designed for speed and easy, quiet running.

These are only a few of the many points of advantage of this simplest and strongest of all tub freezers—40 quart size.

Also let us tell you about our BRINE FREEZERS, if you are doing a large business.

J. G. CHERRY COMPANY
Cedar Rapids, Iowa

charged before the next midnight. He thought that in the case of a small hospital which was having trouble maintaining the minimum average number of patients, this might be of importance.

The advantages of the central linen room were discussed in connection with the next question by Miss Hartry, who pointed out that much time is lost by the nurses when linen supplies are provided for each ward or floor. By having daily requisitions on the central linen supply, the time of the nurse is devoted to the care of the patient instead of folding and putting away linens.

Discussion of the question, "What is the simplest, most efficient and economical way to disinfect a room after an infected case?" developed the opinion that the use of formaldehyde is practically obsolete, and that soap and water give the best results. Dr. Andrews wanted to know whether a pathological test would indicate that all of the germs had been killed, and Dr. Collins said that recent tests in his hospital showed sterile cultures. Fewer cross-infections are recorded when this method is used than under the old plan, he said. Mattresses are sent to the disinfector, bedsteads are washed and the floors scrubbed, while the walls are washed to a height of six feet.

LOSE ON COMPENSATION CLAIMS

The collection of claims under the workmen's compensation law was taken up, and this was found to be a sore subject, as the hospitals are losing thousands of dollars a year because of the limit of \$100 which is allowed for both medical and hospital care. It was shown that employers refuse to guarantee payments, and that while the court may increase the maximum to \$200, getting this done is impracticable on account of the cost involved in making the application. It was indicated that unless conditions improve, the hospitals will have to decline to take these cases.

Vacations for hospitals employees were considered. Most of those present give heads of departments two weeks with full pay after a year's service. In a few cases a month with pay is given to those who have been in service for some time.

"The Design and Construction of the Smaller Sanatorium and Hospital" was the topic of a paper read Friday morning by Mr. E. H. Sund, of Sund & Dunham, Minneapolis architects, who have built a number of sanatoria in Minnesota for the treatment of tuberculosis as a result of a new law by which the state pays part of the cost of such construction, as well as assists in the maintenance. Mr. Sund's paper was illustrated with stereopticon slides. He indicated that in too many of the smaller institutions the effort to get a maximum number of rooms for patients makes the facilities for nurses and administrators inadequate.

Dr. Collins discussed the paper, referring to the fact that a big appropriation of one or two millions is needed to enable sufficient hospital facilities to be provided for all the advanced cases. Then, he said, the community would be able to catch up with the

"C&H" BUTTERMILK COOLERS

Serve buttermilk in your institution. Keep a supply of this popular thirst-quenching food drink, of recognized medicinal value, easily accessible and at the correct temperature to save your patients at all times.



"C & H" Buttermilk Coolers will serve it in the most sanitary, time-saving way. The ice cannot come in contact with the buttermilk and contaminate or dilute it. The buttermilk is kept at just the proper temperature in a sanitary earthenware jar. It is drawn through a patented non-corrosive faucet directly into the glass. The cooler is specially constructed so contents cannot settle or clog.

The ice container is made of "Fibrotta," a non-conductor of heat, which reduces the consumption of ice to a minimum. Consider this advantage at the present price of ice.

Finished in white enamel. Equally serviceable for prompt and economical serving of milk or other drinks.

Write for catalog with complete descriptions and prices.

CORDLEY & HAYES
COOLER HEADQUARTERS
8 Leonard St. New York City



125,000,000 Explosions Inside Every Kernel

Each kernel of wheat or rice is said to contain some 125 million food cells. The object of cooking, baking and toasting is to break them up and thus fit them to digest.

Prof. A. P. Anderson, formerly of Columbia University, conceived the idea of exploding those food cells.

Each cell contains a trifle of moisture. He turns it to steam in a fearful heat while the grains are sealed in guns. Then the guns are shot and the steam explodes, blasting every food cell.

That is how all Puffed Grains are made — Puffed Wheat, Puffed Rice and Corn Puffs. Two are whole grains puffed to bubbles, eight times normal size. Corn Puffs are pellets of hominy puffed.

All are thin and toasted, flavory, nut-like morsels. And all are fitted in an ideal way for easy, complete digestion.

Where such foods are indicated, Puffed Grains stand alone. Also as a supper dish for children.

**Puffed Puffed Corn
Rice Wheat Puffs**

Each 15c Except in Far West

(1942)

Dumbwaiter Satisfaction

is created when you get dumbwaiters that are exactly suited to your requirements. A dumbwaiter that is designed for lifting 50 lb. loads will not do the work for loads of 200 lbs., and one built for a two story lift is not suited for a rise of 12 flights.

For real satisfaction — the dumbwaiter expert is necessary.

For 30 years we have been specializing in dumbwaiter construction and have equipped many hospitals with our superior dumbwaiter service.

Paragon Dumbwaiters are noted for their sturdy and simple construction and efficient operation. This is what you need for a satisfactory dumbwaiter service.

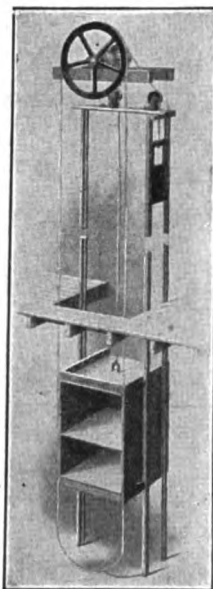
We also manufacture hand power trunk lifts, invalid lifts, sidewalk elevators, freight elevators, brass tube elevators, hospital elevators and ash hoists.

Also electric elevators and dumbwaiters.

Bulletins and full description sent on request. Our engineering department is at your service. Write today.

Storm Manufacturing Company

40-50 Vesey St., Newark, N. J.



situation, which it cannot do at present. The trouble with the designs of many institutions of this character is that the hospitals are built and it is found out afterwards that somebody has got to run them. The danger to the health of the nurse who on account of the lack of proper quarters must sleep in a room close to her patients was emphasized.

Dr. Robinson Bosworth, executive secretary of the Advisory Commission of the State Sanatorium for Consumptives, discussed "The County Sanatoria in Minnesota," explaining the details of the state law under which these are operated. He described a new plan whereby better medical service is assured patients in the smaller hospitals. Under this method a full-time doctor is employed to supervise the work in two or more hospitals within a short distance of each other. This means better results, he said, than having one man give part-time service to each. The tendency in the small tuberculosis hospital is to operate it on a poor farm basis, and this must be got away from by impressing the patient with the efforts being made for his individual benefit. The visiting nurse is needed to "sell" the sanatorium idea to the public, and to make the most of the hospital and dispensary features.

Dr. J. W. Andrews, of Mankato, discussed "The Value of Standardization of Hospitals in Smaller Communities in Minnesota," describing the work of the American College of Surgeons in this direction. He said that the rivalry among the small community hospitals for business is a bad feature, and that it is the cause of fee-splitting, which he strongly condemned. He urged the combination of hospitals in small-town hospitals to enable the work to be departmentized, calling attention to the inability of one doctor to handle everything from surgery to X-rays, and pointing out the errors of diagnosis in cases of this kind. He urged that superintendents be given authority to keep out unqualified surgeons.

Dr. Arthur T. Mann, associate professor of surgery of the University of Minnesota, said in discussing the talk that standardization is coming, and that if it does not come from the inside it will come from the outside. Dr. Ancker said that the hospitals and their equipment are already standardized, and that what is needed most is that the doctors be standardized.

Mr. George S. Grimes, trustee of St. Barnabas Hospital, of Minneapolis, and a well-known attorney, gave an interesting talk on "The Hospital and the Law." Interest in the subject was indicated by the numerous questions put to him regarding taxation and other legal matters by the members. In his talk he emphasized the fact that the charitable hospital is so favored by the law that the institution organized for money-making purposes would be at a distinct disadvantage. He discussed the position of the hospitals under workmen's compensation, the disposition of the effects of deceased persons and other legal points affecting their administration.

Three Requisites for Hospital Linen

When you buy linen for your hospital, there are three things you want to know. Is it a quality fabric? Will it stand the hard use and frequent laundering which it is bound to receive? Is the price right?

You can answer each question in the affirmative by asking for

BAKER LINENS

They have a quality look about them which is unmistakably genuine. Their texture is fine and delicate, but does not lack strength.

They are made with the definite purpose in view of giving them a strength that can stand the excessive wear and laundering of the hospital. They always give a more than fair return for their cost. Their price makes them very attractive and very economical. If you are not acquainted with Baker Linens, write today for prices and samples.

H. W. BAKER LINEN CO.

41 Worth Street, New York City

752 S. Los Angeles Street
Los Angeles, Cal.

453 Washington Street
Boston, Mass.

*ITS QUIET, RESTFUL EFFECT ON THE EYE
—and on “the nerves” of those in pain—is the psychopathic value of*

RED GUM

“AMERICA’S FINEST CABINET WOOD”

*AND ITS DENSE AND SANITARY CHARACTER
explains the welcome accorded by the most exacting hospital executives to*

RED GUM

*IT IS STEADILY INCREASING ITS LEAD
AS THE FAVORITE TRIM OF UP-TO-DATE
HOSPITALS AND REST CURES—AS
WELL AS OTHER GREAT BUILDINGS—
AND ALSO SMALL RESIDENCES—
WHOSE OWNERS SEEK ARTISTIC DIS-
TINCTION AS WELL AS INTELLIGENT
ECONOMY AND PROVED DURABILITY.*

*Buy Red Gum only from responsible Manufacturers, such as
are admitted to the Gum Lumber Manufacturers’ Association*

Finished Samples and Candid Literature Free

RED GUM

“AMERICA’S FINEST CABINET WOOD”

GUM LUMBER MANUFACTURERS’ ASSOCIATION
1329 BANK OF COMMERCE BUILDING MEMPHIS, TENNESSEE

We Can Save You Money On

LAUNDRY EQUIPMENT AND SUPPLIES

Write Us for List of Current Specials

DETROIT LAUNDRY MACHINERY & SUPPLY CO.
224 21st St., DETROIT, MICH.

A Combination Ice Cream Freezer and Ice Breaker



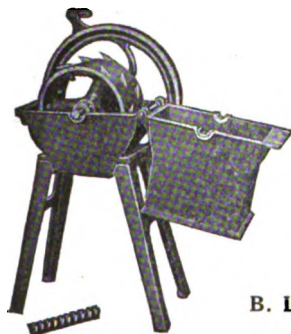
Has 4½, 6 or 10 gallon ice cream capacity. Also built in other sizes to suit your needs. The Ice Breaker is a feature of this machine. Operated by motor; sanitary, rapid, dependable. Saves ice and time.

Write for catalog showing complete line.

Ask for prices.

F. E. WHITNEY CO
65 B. Sudbury St.
BOSTON -- MASS.

Little Giant Ice Breaker



A small ice breaker suited for general requirements of hospitals. The Little Giant breaks ice in an instant's time, requires one-third the labor and does not waste the ice.

**Durable
Dependable**

It's a compact machine that will always give good service. You will find it indispensable. Write for particulars and ask for Catalog No. 5-30

B. L. SCHMIDT COMPANY
Davenport, Iowa, U. S. A.

History Chart Holders

Direct from the factory.

We are the largest manufacturers of Chart Holders in the United States and our experience and quantity output enables us to give you the VERY BEST product at ROCK BOTTOM prices.

We make Holders any size desired and choice of several styles. Special styles made to order to suit new requirements.

It will PAY YOU to deal direct with the factory.

We also manufacture CARD HOLDERS of aluminum or white enameled steel in all sizes. Also white enameled portable FLOOR LAMPS.

SPECIAL NOTICE: We are now ready to make prompt shipments of SCREW COMPRESSOR CLAMPS for Murphy Drip. We offer an improved pattern of clamp and the price is RIGHT.

Inquiries solicited. We can give hundreds of hospitals as reference.

The C. Spiro Mfg. Co.
New York City

68-72 E. 131st Street,

FOR THE HOSPITAL BUYER

Washing Glassware Mechanically

The success of mechanical dishwashing has been so great that many institution managers desire to handle their glasses in the same way. This is made possible through new models of the Crescent electric dish washer, made by the Bromley-Merseles Mfg. Company, of Chicago. The glasses are placed in racks, and the water from the lower wash reaches the inside of the glasses because of the fact that the glasses are placed in the racks inverted. The water from above cleans the sides and bottom of the glasses. Model AA is a one-rack machine, while Model EE accommodates two racks. These machines wash their capacities of one or two racks of dishes in about thirty-five or forty seconds. The dishes are rinsed with clean water, and dry immediately, as they are slid out of the machine.

List Approved Hospitals

At a recent meeting of the Board of Trustees of the American Medical Association, funds were appropriated to permit the Council on Medical Education to extend its work of standardizing and listing such hospitals as, on investigation, shall be found in position to furnish acceptable internships for medical graduates. In 1914 the Council issued a list of such hospitals which was revised and reissued in 1916. Another revision will appear this summer.

Solves the Vermin Problem

How to solve the vermin problem in hospitals without annoyance is found in the use of **DOOM INSECTICIDE**. Hundreds of hospitals have found that it eliminates all lice, bed bugs, fleas, roaches, beetles, ants, etc.—kills them and their eggs—and when used occasionally keeps them out.

NO RIDDANCE—NO PAY

Doom Insecticide is shipped to you on approval—no pay until you are satisfied that it does the work to your satisfaction. Use it two weeks—then if pleased send us the money. If not pleased tell us and we will send you a receipted bill.

TRIAL ORDER PLAN

The regular price of Doom Insecticide is \$1.00 per pound, but if you will send us a trial order for 25 pounds we will make a special introductory price of 80 cents per pound, and include a sprayer. Send today—and find out how easy it is to stop the vermin nuisance.

EDGAR A. MURRAY COMPANY

506 Guoin Street

Detroit, Michigan, U. S. A.

DOOM

INSECTICIDE

The World's Best Nursing and Medical Books—in One Stock!

CATALOG — of — BOOKS — for — HOSPITAL TRAINING SCHOOLS

SEND ABOVE TO

Fill
This
Out
Now

Here on the shelves of the Chicago Medical Book Company are brought together the best books of all the medical publishers of the world.

Nowhere else can you find so complete a stock. Consequently nowhere else can you secure such service in the selection and immediate delivery of books for your training school.

Expert Service in Selecting Training School Textbooks

You owe it to yourself, in selecting the textbooks for use in your training school next fall, to get the benefit of our expert advice and co-operation. Our opinion regarding books on nursing and medicine is disinterested—we have no ax to grind—no "slow sellers" to unload. Through us you get the choice of the best works of all the publishing houses—and at no higher cost than if you bought from each direct. This is a service you can't afford not to make use of. Send now for our newest catalogue, and plan your book selections with complete information at your disposal.

CHICAGO MEDICAL BOOK CO.

1824 Congress Street, CHICAGO

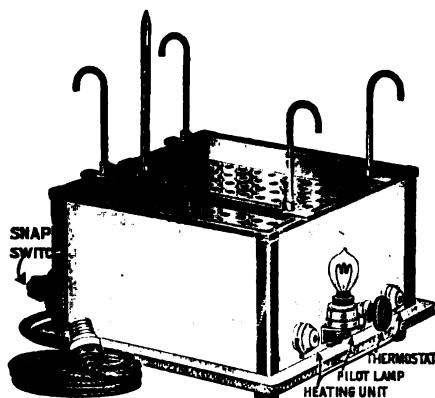
ELECTRICALLY HEATED CONSTANT TEMPERATURE WATER BATH

For Serologic Work

Insulated to Prevent Radiation

Made in Two Sizes

Ask Your Dealer or Write Direct
for Bulletin A117



CHICAGO SURGICAL & ELECTRICAL CO.

No. 51 Bath

Suited for Wassermann Work

CHICAGO SURGICAL AND ELECTRICAL CO.

Manufacturers

318 Superior Street

CHICAGO, U. S. A.

THE HOSPITAL EXCHANGE

EQUIPMENT FOR SALE
SUPERINTENDENT WANTED
HEAD NURSES WANTED
DIETITIAN WANTED



WANTED-EQUIPMENT
POSITIONS WANTED
WANTED-TO LEASE
SANITARIUM WANTED

Use the Classified Department of Hospital Management to obtain positions, fill vacancies, buy and sell equipment and dispose of or purchase hospital and sanitarium properties. Hospital Management reaches the active workers in the hospital field, who will see and respond to your advertisement.

Rates, one insertion, 20 cents a line, minimum order \$1. Three insertions, twice the one-time rate, minimum \$2. Where key numbers are used, and the office of Hospital Management is given as the address, letters will be forwarded without extra charge. Try The Hospital Exchange.

POSTGRADUATE COURSE IN OBSTETRIC NURSING

The Chicago Lying-In Hospital offers a four months' postgraduate course in obstetric nursing to graduates of accredited training schools connected with general hospitals, giving not less than two years' training.

The course comprises practical and didactic work in the hospital and practical work in the out department connected with it. On the satisfactory completion of the service a certificate is given the nurse. Board, room and laundry are furnished and an allowance of \$10 per month to cover incidental expense.

Affiliations with accredited training schools are desired as follows: A four months' course to be given to pupils of accredited training schools associated with general hospitals. Only pupils who have completed their surgical training can be accepted. Pupil nurses receive board, room and laundry and an allowance of \$5 per month. Address Chicago Lying-In Hospital, 426 East 51st Street, Chicago, Ill.

POSITIONS FILLED AND SUPPLIED

Positions—Locations, Positions, Practice, etc., for Nurses, Doctors, Dentists, etc., in ALL states. Nurses and doctors furnished, also attendants, companions, institution employes (male or female). Drug stores and drug employes—all states. F. V. Kniest, R. P., Bee Building, Omaha, Nebr. Estab. 1904.

EQUIPMENT FOR SALE

Incubator—Latest model Kny-Scheerer baby incubator for sale; used about three months, price, \$100. Address Maternity Hospital, 28th and Court streets, Sioux City, Ia. 8-18

Ozone Machine—One Betz ozone machine, practically new, for sale, \$75; one Terre Haute inhalatorium; a medicated steam treatment for throat and lung troubles; also Turkish bath attachment; first-class condition; cost new \$340; price, \$300. J. J. Metzinger, M. D., Fremont, Neb. 8-18

POSITIONS WANTED

Superintendent—Position wanted as superintendent of a 150 to 200-bed hospital, or assistant superintendent of a larger institution by a man—not a physician—of over fourteen years' experience in hospital management. At present employed. Excellent references from present employer and others. Address A-20, care HOSPITAL MANAGEMENT, 417 S. Dearborn street, Chicago.

HELP WANTED

Business manager—An experienced business manager is wanted to take charge of hospital of one hundred beds. Address B-30, care HOSPITAL MANAGEMENT, 417 S. Dearborn street, Chicago. 6-18

Laboratory Technician—A competent woman wanted to do Wassermann and other blood work; also pathology if possible. State experience, salary, including board and room, desired. Address Birmingham Infirmary, Birmingham, Ala. 8-18

Wanted—Graduate nurse to take charge of obstetrical department and operating room in a 35-bed hospital for women. Salary \$75 per month, with room, board and laundry. Night supervisor needed in same hospital. Salary, \$65 per month. State experience. Address B. L., care Hospital Management, 608 S. Dearborn Street, Chicago.

Wanted—Superintendent of nurses for 35-bed hospital. Good salary. State age, experience and references. Milwaukee Maternity Hospital and Free Dispensary Association, 1529 Grand avenue, Milwaukee, Wis. 8-18.

Wanted—Superintendents—surgical and general duty nurses, etc.; send for free book. Aznoe's Central Registry for Nurses, 30 N. Michigan Blvd., Chicago. 9-18

Wanted—Technician for Roentgen Ray Laboratory. Hospital of 200 beds, serving 5000 patients last year. Equipped with Snook A C apparatus. Inquiries should be addressed, Superintendent, Iowa Methodist Hospital, Des Moines, Ia.

Wanted—Intern—Vacancies exist on the house staff of Beth Israel Hospital, New York City, to be filled by regular graduates of medicine; a mixed medical and surgical service of one or two years. Apply to L. J. Frank, Superintendent, Beth Israel Hospital, 70 Jefferson street, New York City. 9-18

Wanted—One resident physician, two interns and one resident pharmacist for general hospital of 150 beds; salary paid. Apply Superintendent of Toledo Hospital, Toledo, Ohio. 7-18

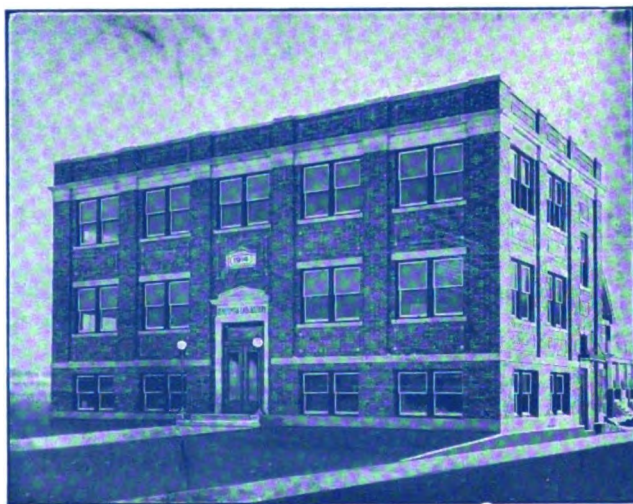
Wanted—Assistant physician (man) at Central Indiana Hospital for Insane; applicant must be single and have had at least one year of general hospital experience; preference will be given to those who desire to devote their time to a study of mental and nervous diseases; in writing state age, height and weight, and whether now employed in a similar institution. For particulars address the Superintendent, Dr. George F. Edenharter, Indianapolis, Ind. 9-18

Industrial Hospitals Should Use Vaccines in Acute Infections

The early administration of Sherman's Bacterial Vaccines will reduce the average course of acute infections like Pneumonia, Broncho-pneumonia, Sepsis, Erysipelas, Mastoiditis, Rheumatic Fever, Colds, Bronchitis, etc., to less than one-third the usual course of such infectious diseases, with a proportionate reduction of the mortality rate.

Sherman's Bacterial Vaccines

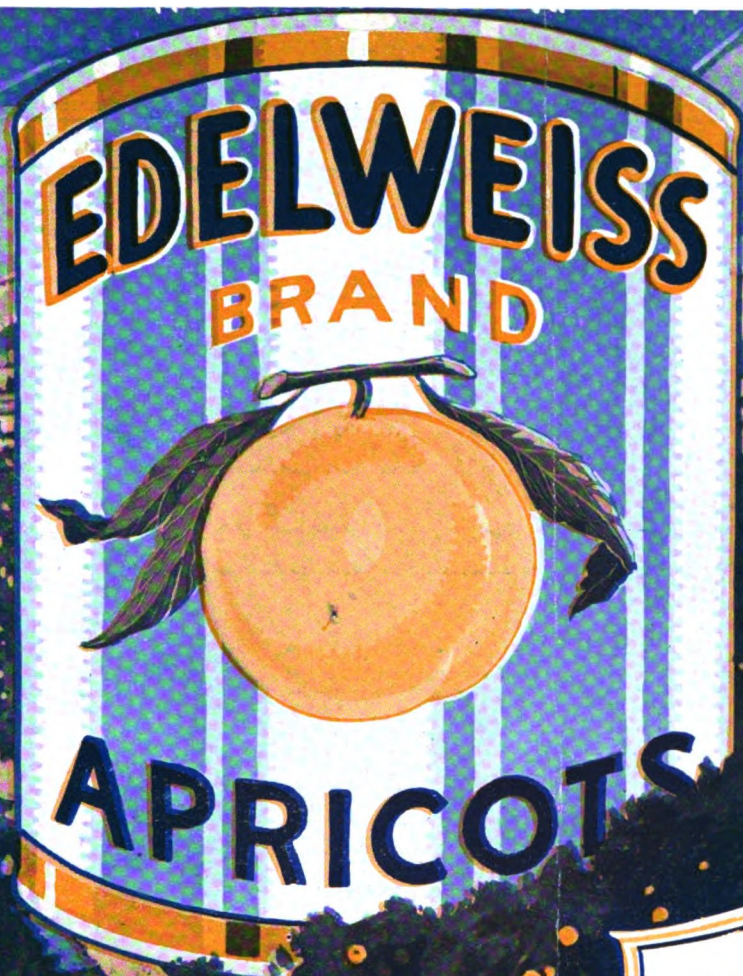
are prepared in our specially constructed Laboratories, devoted exclusively to the manufacture of these preparations and are marketed in standardized suspensions.



Write for
literature

MANUFACTURER
OF
BACTERIAL VACCINES
G. H. SHERMAN, M.D.
Detroit, Mich.
U.S.A.

*Our Representative will be
pleased to call on you and
make a practical demon-
stration.*



APRICOTS, canned or dried, are California's choicest fruit—all the true natural flavor is retained. They are plentiful this season, peaches and pears are scarce—prices on apricots are the most reasonable.

Our government needs large quantities of peaches, pineapple, and pears for the army and navy.

Home canned apricots are not a success, the fruit has to be shipped too far—home canners should conserve by putting up local fruits.

Dried apricots, for the average taste, will need more sugar than food administration rules will allow.

EDELWEISS Canned Apricots are packed from luscious ripe fruit of selected varieties, in the orchards in a heart of the Santa Clara valley.

They are put up in rich heavy pure sugar syrup—they are a delicious dessert.

They come in large (No. 10) cans for the convenience of large users, as well as in the standard No. 2½ size.

We carry a complete line of all other fruits and vegetables in No. 10 cans as well—and our prices are the lowest.

We Pay the Freight

JOHN SEXTON & COMPANY
CHICAGO, ILLINOIS

